INDISTRY

SPECIALISTS IN COLOR PRINTING

Page 6



THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

CONNECTICUT

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THIS MONTH'S cover photo shows Richard Gandelman, treasurer of City Printing Co., New Haven, staging a deep etch litho plate, one of the steps in offset color lithography for which his company is becoming nationally known.

L. M. BINGHAM. Editor

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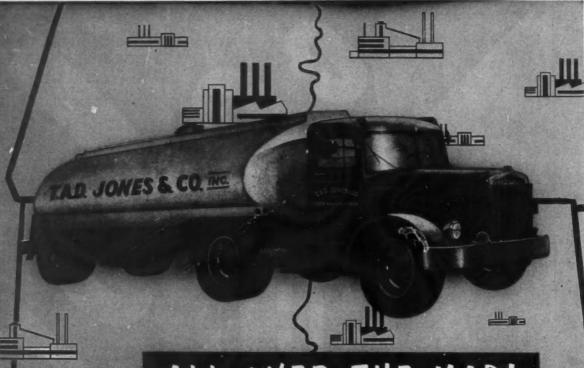
COLOR adds so much to the value of your advertising printing—if it is well done.

Our long-established reputation for quality, ably upheld by expert craftsmen using excellent equipment, is your guarantee that your color printing will be the best

that you can buy.

Connecticut Printers, Inc.

Case, Lockwood & Brainard, Letterpress Division Kellogg & Bulkeley, Lithographic Division 85 Trumbull Street, Hartford 1, Connecticut Telephone JAckson 2-2101



ALL OVER THE MAP!

For thirty years, J.A.D. Johns delivery-trucks have then rolling over the highways of immediate and Massachusetts, bringing a prompt and depend the fuel-service to be tanks and bunkers of southern him England's incistry. While not so conspicuously marked as to southern volume of our barge and rail-a liveries ally important.

The Drift of The Times

By HARRISON FULLER, President

Manufacturers Association of Connecticut Inc.

♦ IN the Tax Foundation's Tax Review for November, Professor Fred R. Fairchild analyzes the Federal budget. He shows that if Federal functions could be reduced to those essential to Federal government, the resulting savings in non-defense expenditures would be well over \$10 billion, thus making possible a substantial cut in Federal taxes without hampering programs necessary for national defense.

Professor Fairchild's statement of the three basic principles of his thesis is worth quoting in summary:

"No government should be authorized to do for the people those things which the people can equally well do for themselves.

"The closer the government is to the people, the easier it is for them to express their will and to see that the government carries it out. It follows that every function assigned to government should be performed at the lowest practicable level.

"We need to be on our guard lest our Federal government's expenditures and tax exemptions weaken and eventually destroy the sovereignty of our states."

The \$10 billion could be found by:

Taking the government out of the lending business and out of the electric power business;

Discontinuing vast expenditures favoring special minority groups at the expense of all the citizens;

Withdrawing assistance in fields traditionally belonging to the states and the local governments, including old age assistance, aid to the blind, aid to dependent children, and aid to the totally and permanently disabled;

Turning highway construction costs back to the states;

Leaving public education in the hands of the states;

"There are many others," Professor Fairchild points out, "such as housing subsidies, calling for \$362 million in the 1958 budget; aids to water transportation, in the budget for \$420 million; administration of the unemployment compensation system; and very many items in the public works budget. Then there is the postal deficit, a subsidy to users of mail service other than first class, estimated at \$657 million in the 1958 budget."

Professor Fairchild freely admits that "some of these suggestions may be regarded as pretty drastic." He recognizes the difficulties inherent in an effort to reverse the marked trend of the last few decades toward dependence on a strong central government. But he states, "the time has come for a courageous and vigorous attack."

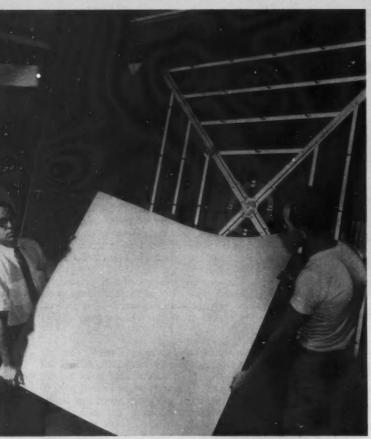
The attack by those who believe in the welfare state with its fingers deep in every concern of its citizens, is vigorous and unrelenting.

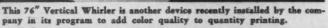
In an effort to call a halt to the continuing inflation of the non-defense part of the budget, accounting for around 45 per cent of the total, the Eisenhower administration proposed to make a beginning by shifting some Federal functions to the state governments. Labor's Economic Review, monthly publication of the AFL-CIO, says that the resulting "cut in state and local public services . . . will adversely affect every family, but particularly those most in need," and that "only the wealthiest states—that need aid the least—would benefit from this callous states' rights scheme."

The reason is, argues the Economic Review, that tax sources available to the state and local governments are either not adequate, or are not used as they could be. So, "the superior tax collecting resources of the Federal government must be mobilized to help raise minimum public service standards for all Americans." The Federal tax system is superior because it "obtains almost 80 per cent of its revenue from progressive taxes on corporate profits and individual incomes." The AFL-CIO regards other forms of taxation, such as property and sales taxes, as "regressive," because "proportionately they bear most heavily on families whose incomes are the lowest."

The argument that the Federal government can find tax money more easily than state and local governments may sound plausible to some, despite the fact that, under the Constitution, the only tax source denied to the states is duties on exports and imports. The AFL-CIO argument is the standard defense of seekers of subsidies for special groups and special projects, such as slum clearance, and of those who believe that government should be all things to all people. The simple fact—and the dangerous illusion—is that money flowing through Federal channels has seemed easy to come by. It is not, in the final analysis, any easier on the people than state and local taxes, and it cannot come back to the people, in the form of benefits, without a substantial discount for Federal handling.

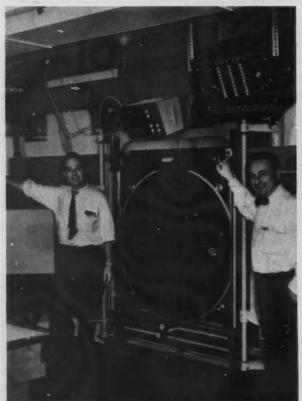
Professor Fairchild has given us some notion of the real cost of letting the Federal government invade fields primarily of state, local and individual concern, and he has helped us to focus on the heart of the problem of the budget. It is whether we want a big central government—and ultimately a welfare state—or whether we want the kind of government our founding fathers designed. Under the pressure of our exploding population, we have been doing all the things calculated to achieve the former, and perhaps, in order to meet modern needs, that is what some of the people of this country want. But if we believe that Big Government and individual libertly are essentially incompatible, and if also we prefer the concept of individual liberty, then we must take a firm stand against the clear drift of the times.







Specialists in





This huge camera just installed by the company has a unique copy board which tilts with a mechanism designed by company officers. At the left is shown the darkroom control center for the new five-ton Lanston camera. Richard Gandelman, treasurer, is shown at the left, near the film holder. In the center is a halftone screen and at the right is the ground screen. David Gandelman, vice president and general manager is shown at the right.



At the left is shown a giant 52" by 76" multicolor offset press used for large runs of company advertising and related materials.

Nathan Gandelman (below) founder of City Printing Company, contributed an artistic genius to the printing craft.





This is an unusual piece of equipment, an old 8" by 12" platen press which has been used by the company for over 35 years and is employed for special jobs even today. At the press is Mark Friedman, company secretary.

in Color Printing

■ A FEW weeks ago a giant camera was swung into place, aligned for stability and function and put to work making one of the most critical ingredients of the printer's trade—color separation negatives.

Long after the day crew had gone, three men with their shirtsleeves rolled up and ties askew, tested the camera in a dozen different positions until they were satisfied everything was in order. These were not employees of the 100-man organization but the three bosses: David and Richard Gandelman and Mark Friedman. They were taking particular pains to make sure it was working successfully because it is said to be the largest precision camera in any print shop in Connecticut and one of the largest in New England.

This camera, the most modern known design in the country, reflects the organization, City Printing Company, which since World War II has boomed in New Haven as one of the largest and most efficient color lithography plants in the East.

The jobs handled by the company reflect the pride of the owners. Three leading national publications last year ordered all of their beautifullydesigned Christmas cards from City Printing. So did the Connecticut Development Commission when it wanted a special booklet on recreational and scenic areas of the state. Over a score of leading Connecticut industrial firms turn to City Printing when quality is a must, when new and daring printing techniques are to be tried, when large runs and tight delivery schedules must be met.

And most of this development has taken place since the end of World War II when a quiet and conservative company suddenly blossomed out in color and introduced it to many Connecticut industries.

A Family Story

The story of City Printing is really that of a family, the Gandelman family which now has printing craftsmen scattered to New York and California.

Genius and artistic pioneer of them all was the late Nathan Gandelman. He emigrated to Branford from Russia in 1909 as a farmer. Overseas he had been trained as a bookbinder, and so he held a variety of jobs in various printing plants in the New Haven area, ran a jitney bus and farmed.

Forty years ago he started his own printing company in a small store on Olive near Chapel Street. In 1919 he named his business City Printing Company and moved into larger quarters on Congress Avenue. By 1937 it had been moved into the building which now houses the Hendryx plant, and by 1949 the big expansion took place when the company took over the Kolynos Building on Bristol Street, New Haven.

The elder Gandelman loved to dabble and experiment. He tried out water color printing, hand-cut linoleum and rubber cuts, the early silk screen process and gelatine or collotype printing.

But perhaps his greatest contribution was his ability to pass on his love of the craft to his children. Dick and Lou Gandelman, his two sons, were handling type and running around with copy as soon as they were out of kindergarten. Dave, a very young cousin of Nathan, also worked his way around the shop as a youngster and by the time he was a senior in high school was working full time. Today Dave is Vice President and General Manager. Dick is treasurer. Lou, who ran the business while the other Gandelmans were in war service, has moved to Cali-

(Continued on page 30)



Bird's-eye view of modern Kalart plant at Plainville illustrates the excellent location with railroad siding and harmonious blending of industrial with residential area.



In roomy, well-lighted atmosphere, parts for Victor Magnescope are turned out by Kalart employees, a highly-skilled group embodying the old New England tradition of craftsmanship.

Open House On Film

Precision jig borer shown in operation here is one of high-speed machines used to turn out original dies for Victor equipment in Kalart's tool and die shop.

■ WHEN the Kalart Company, Inc., wanted to show its bustling Plainville home to its Victor Animatograph division distributors it could think of no better means of demonstrating improved products and salesmanship than a 16 mm sound movie, written and produced by key Kalart personnel and shown with the latest Victor 16mm sound projector and magnetic film track attachment.

And so, when Victor distributors from all over the United States and Canada gathered recently in Chicago for their 21st annual sales meeting, held in conjunction with the 12th annual National Audio Visual Association Convention, the movie, "Plainville, USA" served as an effective demonstration of how Kalart-Victor imagination and planning could bring a modern plant in the rolling hills of Connecticut halfway across the country. The movie also served to show the effectiveness of Victor equipment, available to any large or small industry, in the role of bringing information and education.

Distributors were taken into Victor's new home, to see how Victor projec-

tion equipment, recently moved from its previous Davenport, Iowa home, had become a harmonious part of a family which also includes Kalart speed flash synchronizers, synchronized range finders, and Craig movie-editing equipment. The "visitors" saw how Kalart has employed the latest ideas of engineering, research, production and quality control in the Connecticut plant.

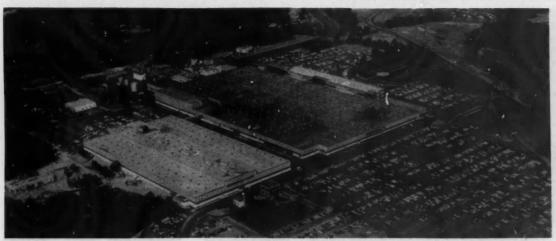
Pausing first to let its audience appreciate the spaciousness and efficient arrangement of the Victor production line, the movie introduced many of Kalart's employees. These people, it explained, are drawn from a highlyskilled labor pool, long recognized by the many electronics, aircraft, and other precision-parts firms in the Plainville area for their New England tradition of craftsmanship. Many are long-time, skilled Kalart employees. The movie showed these people at work in the plant's new sections, the "Green Room" for example. Here, in an area painted in a special dust-free pastel green, they assemble optical and other precision parts in an atmosphere where humidity and temperature are carefully controlled.

"Plainville, USA" went into the tooland-die shop to show why only quality products go out carrying the Victor namepiece. Here Kalart equipment was making original dies for Victor projectors.

Even this, the film emphasized, is not regarded as the sole safeguard of quality control. Along the production line could be seen a consistent system of testing and checking as components

(Continued on page 64)

HAMILTON STANDARD Dedicates New Building



The new 410,000 square foot fuel control building is located directly to the rear of the present plant. With this addition, Hamilton Standard's total floor space now approximates 1,750,000 square feet.

■ HAMILTON STANDARD, division of United Aircraft Corporation, took its place on October 22 among the nation's foremost producers of specialized equipment for jet aircraft while retaining its position as the world's leading manufacturer of aircraft propellers.

In celebration of the occasion, the company, aided by scores of high ranking military leaders, state officials and prominent civic dignitaries, dedicated a 410,000-square foot new building. The new facility, located to the rear of its present 1,000,000-square foot headquarters plant, is the largest in the Eastern United States devoted to the development and production of fuel controls for turbine, atomic and rocket engines.

The complex controls, moving steadily down production lines already operating in the new plant, symbolized the success of a drive to diversify its product line initiated by Hamilton Standard ten years ago. At that time, the aircraft propeller seemed ready for the rubbish heap of obsolescence. Yet today, only a few yards away in the "old" building, propellers for military and commercial aircraft continue to come off the lines in large quantities.

High point in the dedication ceremonies came with the touch of a button by Rear Admiral R. E. Dixon, Chief of the Navy's Bureau of Aeronautics, who thus set into operation a specially designed automatic grinding machine. The machine, and the moment, symbolized the first machining operations to be conducted in the new plant.

Speakers for the ceremony, in addition to Admiral Dixon, were Governor A. A. Ribicoff; Major General, E. H. Underhill, Commander, Eastern Region, Continental Air Defense Command; William P. Gwinn, president of United Aircraft Corporation, and Erle Martin, general manager of Hamilton Standard and a vice-president of United Aircraft Corporation. Also on hand for the ceremonies were U.S. Senator William A. Purtell, and Congressmen Antoni N. Sadlak and Edwin H. May, Jr.

Shortly before the ceremony began, factory operations throughout Hamilton Standard were halted and the proceedings were broadcast to all employees over a public address system. Prior to the dedication, guests toured the immense facility, and viewed an extensive historical display of Hamilton Standard propellers and turbine aircraft equipment depicting the company's progress in products since its founding in 1919.

Floor space in the division's Connecticut plants now will total approximately 1,750,000 square feet, or about double that of the original Windsor Locks plant built in 1952. This space includes 230,000 square feet of former textile mill properties, purchased in 1954 in nearby Broad Brook

and now given over to Hamilton Standard's new electronics department.

A separate research building included in the dedication is equipped to permit the company's testing of its products with all types of engine fuels at extremely high or low temperatures.

The new building is a self-contained unit with its own receiving, shipping, inspection, and storage areas. The building is 680 feet long, 400 feet wide, and has more than 272,000 square feet of production area.

Among unique features is an office mezzanine, which is in effect a second floor 120 feet wide, running the entire center length of the building. A 220-foot underground corridor extends north and south, linking the Fuel Control Building with Building 1. Off the tunnel are a cafeteria, locker rooms, pump room, and two transformer rooms.

Hamilton Standard currently employs approximately 11,500 personnel—highest in its history. About 2,500 of this number are now, or will be, employed in the new building.

The division is producing air conditioning systems, turbine starters, hydraulic pumps and pneumatic valves as well as fuel controls, and is developing still newer products for the turbine and missile fields. More than 50 turbine-powered aircraft and missiles are now using one or more of the division's new non-propeller products.

May We Present . . .



JOHN W. DOUGLAS

IN order that our members may recognize and know something of the educational and experience background of each of the five new directors of the Association who were elected at the 1957 Annual Meeting of the Association, held at Yale University September 10, 1957, and who began serving their four-year terms on January 1, 1958, Connecticut Industry presents their names, company titles, addresses and "who's who" biography of each director.

The new directors are as follows: J. Arthur Atwood, 3rd, president, Wauregan Mills, Inc., Wauregan, as director from Windham County, replacing Henry S. Woodbridge, vice president, American Optical Co., The Safety Di-vision, Putnam; Jack T. F. Bitter, president treasurer, The Parker-Hartford Corp., Hartford, succeeding Sherman R. Knapp, president, The Connecticut Light & Power Co., Berlin, representing Hartford County; Lucius S. Rowe, president, The Southern New England Telephone Company, New Haven, replacing George R. Holmes, president, The McLagon Foundry Co., New Haven, representing New Haven County; Harold Leever, president, MacDermid, Incorporated, Waterbury. director from New Haven County, replacing John A. Coe, president, The American Brass Company, Waterbury; and John Douglas, Republic Foil & Metal Mills, Inc., Danbury, as director at large, replacing Louis R. Ripley,

At the Annual Meeting of the Board of Directors, held at the Hartford Club, November 20, Harrison Fuller, Five New Association Directors
Who Took Office on January 1, 1958



JACK T. F. BITTER



HAROLD LEEVER

president of Fuller Merriam Co., West Haven, was re-elected president for his second one-year term. Other officers re-elected were: Harvey L. Spaunburg, president, Veeder-Root, Inc., Hartford, vice president; Carlyle F. Barnes, president, Associated Spring Corp., Bristol, vice president; and John Coolidge, president and treasurer, Connecticut Manifold Forms Co., West Hartford, treasurer. Mr. Spaunburg began his third annual term and John Coolidge his 14th term on January 1. Carlyle F. Barnes, first elected at the September 19, 1957 Board meeting to replace Philip B. Watson, who re-



LUCIUS S. ROWE



J. A. ATWOOD, III

signed, begins his first full term Janu-

JOHN W. DOUGLAS, president of the Republic Foil and Metal Mills, Inc., Danbury, is a native of New York City. He received his secondary school education at St. Paul's School, Concord, New Hampshire and was graduated from Yale University in 1929.

After three years experience in the construction business, he entered the employ of the Berrylium Corporation in 1933. The following year he joined the Phelps-Dodge Copper Products Co. in New York City and in 1937 be-

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Electronics Show

Stresses New Developments

■ REPRESENTATIVES of some 200 Connecticut manufacturing and electrical construction firms met in Hartford during October for a demonstration and exhibit of electrical and industrial electronic equipment. The meeting was held at Electrical Supplies, Inc., 225 Walnut Street, wholesalers of power wiring and lighting equipment.

The exhibition stressed new devel-

opments in the field and featured product displays and demonstrations by 25 Connecticut, New England, and nation-wide industrial and electrical construction equipment manufacturers. The exhibits included recent applications of wiring materials, latest developments in the industrial electronic components field, industrial and commercial lighting equipment, and electric and electronic control of machinery.

Among the exhibitors were Arrow-Hart & Hegeman, Superior Electric, American Metal Hose Division of American Brass, Plastic Wire and Cable, Kellems Company, Phelps-Dodge Copper Products, Anphenol Corporation, Square-D Company, and Westinghouse Electric Company.

Electrical Supplies, Inc., which sponsored the program, was formed in 1935.

Welcoming visitors to the exhibits sponsored by their firm were officers of Electrical Supplies, Inc., left to right, E. A. Green, vice president; Frank L. Keevers, president; John W. Saladine, chairman of the board; and Dana H. Foster, treasurer.

The mobile bus of Superior Electric Company featured a display of automatic voltage regulating equipment. Shown here with Arden R. Clark, sales engineer, are Marvin Smith, Robert Smith Electrical Contractors, Hartford; Patrick Cyr and Louis Sanelli of the electrical department of Materials Services, East Granby.





In the photos below, John R. Nowie, left, salesman for American Brass Company, Waterbury, discusses some product features with Fred J. Kaczmarek, purchasing agent for Bauer and Company, Hartford. Plastic Wire and Cable Corporation of Jewett City (right photo) was represented at the open house by Ray Paynter, left, and Roy Neelon of Paynter-MacPherson, manufacturers agents for the firm.





How To Create Creative Salesmen



By John D. Corrigan

The Executive Institute, New York, N.Y.

While this article suggests actions that may seem obvious to many seasoned salesmen and sales managers, yet it is frequently the obvious action that is overlooked by many salesmen of long experience to the detriment of their selling record. Only practice of the basic rules of selling under the proper leadership will improve the creativity that boosts sales records.

■ EVERYBODY likes a creative salesman. Customers enjoy buying from him. Sales Executives want him as he brings in ever increasing sales. Presidents love him as he enhances profits.

The creative salesman has developed skills which cause his results. This gives him confidence and faith in himself. He has acquired security—economic, social, intellectual, psychological, physical, and spiritual.

The strange thing is creative salesmen are made, not born. And most of them made themselves. Here, an effective method is presented that you can use to make your men into creative salesmen.

The Basic Skills of the Creative Salesman

1. He has skill in *motivation*; therefore, he knows how to get people to do what he wants them to do in a cooperative manner.

2. He has skill in developing methods that assure success and permits him to accomplish more, even twice as much in the same period of time as other men.

3. He has skill in solving the problems he faces daily. He does orderly thinking which causes him to come up with the correct answers. This gives his customers confidence in him. The foundation of all skill is knowledge. There are two types of knowledge 1. Knowledge of the fundamentals—those basic facts which apply to every business; and 2. Knowledge of ones own business—the application of the fundamentals to the problems one faces daily.

The Harvard Business Review published an article entitled, "Missing Ingredient in Sales Training." It stated this missing ingredient is "practice in human relations." Also, it said, "In essence, he needs to develop his human relation skills." The article is highly critical of the National Society of Sales Training Executives for neglecting this ingredient in their handbook.

Motivation and human relations are closely related, "sisters under the skin," but they are not synonymous. Motivation is the science and art of arousing the emotions in a person that will cause him to act. Until emotions are aroused there is no action, despite logic and reason. What a salesman needs is practice in motivation. This is the missing ingredient in ninety-five per cent of all sales training programs.

It is human nature that we must be taught how to do things properly. And most of the time how to do things the easy instead of the hard way. If this were not so, plants could fire their method engineers and universities would close their classes in industrial engineering. Somebody must develop the easy, simple method to accomplish a desired result.

Technique for Creating Creative Salesmen

There is a fifty-year-old, tested and

proved formula for developing men to do things properly. The procedure is 1. Explain; 2. Show how; 3. Observe as he does it; 4. Suggest and encourage for improvement; 5. Show approval when done properly.

We are all creatures of habit, both good and bad. The hardest task for a sales executive is to get his salesmen to break poor habits and to start using good methods. He can not do it with a lecture in its many forms, such as, sales meetings, clinics, forums, rallies, sales films, stage shows, and the many other gimmicks and gadgets used today in an attempt to get knowledge over to salesmen in a hurry. These give only the first step. Certainly, they are not training sessions.

Over a period of years, it has been proved that you can get understanding, acceptance, and use of techniques and methods with a seminar composed of 12 to 15 salesmen who actively participate and practice.

Furthermore, you stop telling salesmen how they should behave and what their attitudes should be. The seminar leader's function is to assist the salesmen attending in learning from his own experiences. Salesmen do not like criticism, are resentful and lose respect and confidence even when it is done in an open meeting.

In a true training meeting you are not attempting to change them; you are giving them the opportunity to change themselves by thinking and reevaluating their own experiences. You are not giving them your own experiences and interpretations which is all that can be done in a lecture. You are giving them fundamentals and al-

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What is Your Future

Growth Pattern?

By WILLIAM E. HILL and CHARLES H. GRANGER Senior Partner and Partner, William E. Hill & Company Management Consultants, New York.

Here, in narrative form, is a case history of how one company took a look at its long-range pattern—and what it decided to do about it. With the quickening tempo of change in technology, long-range planning has become a practical necessity for companies who seek the maximum assurance of success 5 to 10 years hence. This story has been prepared to orient companies into the process of long-range planning.

■ THE directors sat down at 10:00 A.M. After the usual reports the President said, "Gentlemen, you know we have set aside today's meeting to consider our long-term growth program. You've done a lot of thinking about it, we all have. Our sales last year were up, but still they were only 10 percent above what they were in 1947. Price competition is getting keener in the industry every day. Our margins in the last 10 years have been slipping. We want to put more money into research and development, but we can't do that and continue our re-equipment program without cutting our dividend. We have paid the same dividend now for over 10 years.'

The Diagnosis

"I propose," he went on, "that we discuss first what's wrong, if anything, with our growth picture; second, what it should be; and third, what we should do about it."

The Banker's View

Jones, the banker, rose to the bait. "My trust department," he droned in an often-told tone, "says that they are going to have to keep switching accounts out of this company's stock. We keep paying \$1 a quarter, but that hasn't increased for 10 years. Earnings haven't had much growth so our stock price has hardly moved up at all. Why look at Minnesota Mining and Manufacturing! Their dividend went up from 19 cents in 1947 to 97 cents last year, their earnings went up from 68 cents to \$2.30, and their market value has gone from \$8.82 to around \$90. That's the kind of growth that our stockholders should be getting, and they will too, even if it means

that they have to sell us out." The others groaned as Jones subsided. He always kept picking the most brilliant companies as comparisons. But the others had to admit that he had a point. It would be very difficult to raise new equity capital right now with such a mediocre record. Fortunately there were still a lot of governments on the balance sheet.

The Engineering V.P. Speaks

But then Smith, the vice president of engineering got up with a complaint. This was unusual for him, and the others listened seriously. "I'm sorry to say that since our last meeting I have had two of our most promising engineers leave us. One was a section supervisor and he had real top management talent in him which we could have used some day. He went with one of the aircraft companies and the other went with one of those Boston electronics firms. We pay our boys OK, and we have a lot of fringe benefits, but a lot of these fellows feel you

have to wait too long around here to get a promotion. Last year when my assistant Jack left he went with GE in one of its new plants and now has a department head's job that he couldn't have gotten around here for another 10 years, good as he was. I wish we could offer these boys the chance for promotion that other companies do. They're a good bunch, but we're losing too many of them." That was Smith's longest speech since he was made a director two years before.

The Sales Vice President Speaks

By the time that sales V. P. Williams got around to his turn, even he had lost most of his usual joviality. "Those so-and-so's," he said referring to the chief competitor, "have broadened their line again. Their research people developed a special large-size line for the industrial market, and furthermore they just bought the XYZ Company which sells chemicals and other maintenance supplies that are used right along side our product. Why, Jack Larson—you know he's our best customer—he told me, "Will, your products are as good as any on the market, but you people are making a mistake not to come out with new stuff of this type. It saves our purchasing department, our engineers, our stockkeepers and everyone a lot of time to deal with

The authors of this story are both graduates of Yale, majoring in

industrial management and engineering.

Mr. Hill has worked for more than 17 years in the management consulting field. He is a director of several industrial companies; the author of numerous articles and papers on a wide variety of subjects in the field of general management, marketing and research; has spoken at many national and regional conferences and has been a discussion leader at American Management Association seminars.

American Management Association seminars.

Mr. Granger, who held a variety of line positions at Chase Brass & Copper Company in Waterbury following his graduation from Yale in 1943, entered the management consulting field in 1951. He has completed a wide variety of consulting assignments in the general management and marketing service areas, such as long-range planning and product diversification and market development. He is also author of a number of papers on management topics. Both men are active in professional groups and serve on various boards and councils in either administrative or advisory capacities.

a few well-rounded suppliers rather than a whole bunch of specialists. I know you guys are capable of helping us a lot more if you only would make

the products!"

And so the meeting went on and on in that vein. But three points kept coming out. If the company didn't grow-both profit-wise and sales-wise as much as other companies of a similar nature, they were going to gradually lose support from stockholders, from employees and future management candidates, and from customers. Stockholders, employees, and customers were all trending towards the more dynamic companies.

Growth Committee Launched

The meeting closed on this note, but not until Smith, Williams and the President were put on a newly-formed "Growth Committee" with the specific duties of exploring further the subject of what the company's operating objectives and standards should be and exploring the use of experienced management consulting assistance to formulate a comprehensive growth program more quickly and more effectively than on a do-it-yourself hasis.

Actually consultants were retained, when the Committee found that many of the specialized practices in preparing a long range program are relatively new management techniqueswith sparse literature on the subject and few actual company case histories from which to draw experience. The management consulting firm then spent the next month or two in extensive study and consultation with appropriate management personnel on the following key points in shaping up the requirements for future development of the company.

(1) What should the Company's

standards of growth and profit-

ability be?

(2) How far were present products going to go towards achieving these in the next five years?

(3) What actual amount of sales volume and dollar profits would have to come from new products to meet these objectives?

(4) Were these new products objectives feasible in view of the Company's financial resources? What skills, abilities, relationships, reputation, character, way of thinking and other intangible resources did the company possess which could be applied in compatible new products fields which they might enter?

(5) What other "qualitative" objectives should the company be aiming for in its future develop-

Exhibit 1

GROWTH AND PROFITABILITY OF SELECTED CONNECTICUT COMPANIES

How does your growth and profit pattern compare with these? The authors have selected only above-average companies. However, they can cite examples of individual companies that would be very disappointed to dip below an average annual growth rate of 10 percent or a pretax return on stockholder investment of 40 percent.

and the same of the per-	1956 Sales	Average Annual Growth Rate 1947-1956	1956 Pretax Return Stockholder
American Chain & Cable Co.— Bridgeport (Chain, cable)	\$117,616,000	8.1%	34.2%
American Thermos Products— Norwich (Vacuum bottles)	n.a.	n.a.	30.7
Armstrong Rubber Co.—West Haven (Tires, tubes)	71,313,000	8.5	26.1
Arrow-Hart & Hegeman—Hart- ford (Electrical Wiring De- vices)	n,a.	n.a.	53.1
Associated Spring Corp.—Bristol (Precision springs)	52,262,000	7.1	25.0
Bostitch Inc.—Stonington (Staplers, tackers)	23,131,000	n.a.	49.9
Bristol Brass Corp.—Bristol (Brass, copper products)	n.a.	n.a.	31.4
Bullard Co.—Bridgeport (Metal cutting machines)	42,427,000	18.3	24.8
Consolidated Diesel Electric Corp.—Stamford (Aircraft equipment)	25,719,000	n.a.	91.2
Cuno Engineering Co.—Meri- den (Industrial filters, auto lighters)	6,298,000	n.a.	44.3
Dorr-Oliver—Stamford (Heavy processing equipment)	46,105,000	26.3	31.8
Emhart Mfg. Co.—Hartford (Glass and other machinery)	34,440,000	18.3	38.6
Fuller Brush Co.—Hartford (Brushes, etc.)	56,134,000	7.8	33.0
Manning, Maxwell & Moore— Stratford (Industrial instru- ments)	45,800,000	8.6	24.0
New Britain Machine Co.— New Britain (Screw, chuck- ing machines)	39,318,000	15.5	25.9
North & Judd Mfg. Co.—New Britain (Hardware)	n.a.	n.a.	27.1
Pitney-Bowes, Inc.—Stamford (Mailing machines, postage meters)	43,548,000	16.4	52.4
Remington Arms Co.—Bridge- port (Ammunition, firearms)	72,711,000	5.2	35.8
Risdon Mfg. Co.—Naugatuck (Small metal components)	13,475,000	n.a.	56.8
Torrington Co.—Torrington (Metal specialties)	53,077,000	6.6	40.5
Torrington Mfg. Co. (Mill equipment, etc.)	12,877,000	10.5	25.1
United Aircraft Corp.—East Hartford (Aircraft, engines)	954,303,000	18.4	80.0
Veeder-Root, Inc.—Hartford (Counters, computer devices)	23,171,000	4.8	37.3
Whitney Blake Co.—Hamden (Communication wire, flex- ible cords)	15,555,000	10.7	66.2

ment program (such as gaining certain new research skills, or balancing a seasonality factor in their present business)?

(6) What was the overall concept and scope of the future company development program—how much would come from present products, how much from broadening of present product lines, how much from related "supply" products, how much from products of advanced research, how much from altogether new but compatible products?

Standards of Profitability and Growth

The results of this first stage of the study were presented to the directors at the September 15th board meeting. The President started out, "Gentlemen, we want to discuss this afternoon the so-called requirements for future development in our growth program. We will review with you the analysis we have made with our consultants of what our record has been, what it should be in the future, and what we propose to do about it".

"This first chart shows that during the postwar period our total growth has averaged 1 percent a year compared to 6 percent for a series the Department of Commerce puts out for all manufacturing companies. Furthermore, here is our main competitor showing a much better growth rate than we are. That's because he keeps adding new products by development and acquisition."

"This second chart shows that our classical line is declining in volume and our modern line barely growing fast enough to take up the slack. And look on this third chart how profit on sales has held up pretty well on the modern line, but has really hit the skids in the classical line. That seems to happen with all our old products."

"Now here is the really interesting chart—profit on investment. Remember when we added new plant to make the modern line ten years ago, the debate came up on how profitable it was going to be? Someone pointed out that there was a low profit on sales in that end of the business, but a fast turnover. So to compare apples with oranges we worked out this return on investment series and it shows that pretax we are now earning 26 percent on investment on the modern line and only 8 percent on investment on the classical line."

"That gives us about 14 percent pretax return on investment for the total company, and it doesn't sound bad until you see that according to a Securities and Exchange Commission series for all U.S. Manufacturing companies the pretax profit on investment was 24 percent in 1956, and our principal competitor was even a little above that."

There was then a discussion of what standards of growth and profitability should be. Everyone agreed with the principle that they should at least maintain their share of the market and grow as fast as the industry. They also saw no reason why they could not, under proper circumstances and with a full product line, earn as much money on investment as the average for all manufacturing companies or even as much on investment as their competitors. Tentatively they agreed to set future standards of 6 percent growth per year in current dollars counting inflation, and 25 percent pretax return on stockholder investment, or net worth. They all agreed that this would make the company "competitive" for stockholders, management and employees, and customers in comparison to their industry. The company on this basis would stand up well in comparison with most manufacturing companies.

Forecasting of Present Products

The extent of the need for new products was then taken up. Williams, as Vice President of Sales had been lucky in preparing the basic data. He had a good market research man and he belonged to an industry which kept good sales statistics which were reported by the association. The market research man working with the consultants hunted up long-range forecasts of the various major markets which the company sold to. They found quite a few figures on the projected growth of petroleum products consumption to project their petroleum-industry sales. They found that the National Industrial Conference Board and the American Iron and Steel Institute could give them quite a bibliography on economic projections of their steel industry market. All these forecasts assumed no war and no depression, but it was surprising how close the various economists agreed in their projections.

Since a large part of sales were miscellaneous and did not go to markets that could be identified and forecasted they decided to lump the forecast for these markets into the category that was projected to grow at the same rate as gross national product or the total economy. Forecasts of this by reputable economists were again pretty common and surprisingly close to one another. And so they forecasted the markets for their products, and from this, total industry consumption. Fortunately the Company had been accustomed to making one and two-year forecasts anyhow, so a 5 year forecast wasn't going too far out into the unknown.

Exhibit 2

SALES GROWTH OF 14 U. S. MANUFACTURING INDUSTRIES

How does your growth pattern compare with these industries? The authors based on their experience in developing growth programs with industrial and other companies present a composite case example of a company which set objectives or standards for their growth pattern, and then set out to implement it.

	Average Annual Growth Rate 1947-1956
All Manufacturing	5.8%
Durable Goods Industries Metals, Primary and Fabricated Machinery (including electrical) Transportation Equipment Lumber and Furniture Stone, Clay, and Glass Other Durable Goods Industries	7.2 6.8 8.8 6.3 4.8 8.9 8.3
Nondurable Goods Industries Food and Beverage Tobacco Textile Paper Chemical Petroleum and Coal Rubber Other Nondurable Goods Industries	4.6 3.3 3.9 1.3 7.0 6.6 8.5 5.1 3.3
Source: Department of Commerce.	

Exhibit 3

PROFITABILITY OF 23 U. S. MANUFACTURING INDUSTRIES

How does your profit pattern compare with these industries?

	1956 Pretax Return on Stockholder Investment ¹
Ill Manufacturing	23.9%
All Durable Goods Manufacturing Lumber and Wood Furniture and Fixtures Stone, Clay and Glass Products Primary Iron and Steel Industries Primary Nonferrous Metal Industries Fabricated Metal Products Machinery (Except electrical) Electrical Machinery, Equipment and Supplies Motor Vehicles and Equipment Other Transportation Equipment Instruments and Related Products Miscellaneous Manufacturing (Incl. Ordnance)	27.0 15.3 23.8 30.3 26.7 32.1 22.2 27.1 26.2 31.6 33.4 27.1 21.8
All Nondurable Goods Manufacturing Food and Kindred Products Tobacco Manufacturers Textile Mill Products Apparel and Related Products Paper and Allied Products Printing and Publishing Chemical and Allied Products Petroleum Refining Products of Petroleum and Coal Rubber Products Leather and Leather Products	20.9 19.5 25.2 12.0 16.4 23.9 25.7 28.3 18.3 18.9 25.8 15.3

¹ Earnings before federal income tax divided by beginning-of-year net worth. Source: Securities and Exchange Commission—Federal Trade Commission.

and even 10 years had some reasonable basis of fact and experience to give them confidence.

Then they began the slightly trickier job of forecasting their company's share of the market. For example, one of their competitors had recently built a plant in the middle of the Texas oilcountry, so they had to forecast for themselves a declining share of that particular market. But they felt that some long-term cooperative research studies they had undertaken with the steel industry were bound to up their share of that market, and a revitalized jobber program was going to give them a jump on those sales. But the sales vice president, the consultants and the market research man were still cautious and used a range of figures in actually projecting the Company's sales 5 and 10 years ahead.

Now they started forecasting profits and investment. The President called in the controller on this one. Traditional margin trends in the industry were analyzed and profit "S-curves" were formulated for the present lines. Future cost reductions were roughed out and additional investment was calculated. All this was actually boiled

down into pro-forma balance sheets and income statements for 5 and 10 years ahead, using a range of figures in every case. It actually took over 6 months to pull this information together and it will require several years of annual internal updating (now that procedures have been set up with the help of outside counsel) before they feel completely confident about the results.

But one major advantage was derived immediately from these figuresno matter how empirical they were. It was immediately apparent that by 1961-if the company was to meet the "standards" proposed by the directors-that 25 percent of sales and 40 percent of profits would have to come from new products, that is products other than those that were now being made or were in the firm planning stage. These became the "quantitative objectives" for new products. Discussion of this point revealed that these objectives were feasible in view of the present and potential financial resources of the company.

Qualitative Objectives

The directors also approved some

non-quantitative or "qualitative" objectives for their growth program. For example, they wanted to get into some companion consumable products to help offset and balance some of the swings in their present business. They decided they should have the stock listed on a national exchange. They agreed that their marketing program should be more closely oriented to the end-user. And they decided that the scope of their future development program should include one phase by which the company could participate in supplying products to the new fastgrowing "frontier" fields of advanced technology.

Even with the help of management consultants it took them many months to lay out the original program. Now implementation is well under way.

Product planning was the first step in implementation. It included both product development and company acquisition. In another 12 months the first major results of a new product development program will be ready for the market. A company acquisition has just been completed further rounding out their line. This was done only after a thorough screening and study of what related product fields held the most promise of meeting their objectives, and at the same time would be compatible by capitalizing on their existing abilities and resources.

Functional programs are also under way in the non-product areas. Williams as head of sales is making real strides in reorienting his marketing program to unearth the changing requirements of his customers and his customers' customers at an early stage so they can have future product modifications ready to meet these needs. They plan to be a jump ahead of the market on a new product which the atomic energy field will need in the near future. A long-term financial public relations program is under way. They are planning for long-term management and personnel development. In fact almost all the "functional" areas of the company have or are developing long term-programs to fit in with the total company master plan.

If you ask the President what he thinks of his growth program, and does he believe in long-range planning, he will probably tell you something like this: "We are only beginnners at this thing and we have a long way to go. But it has forced us to look years ahead and face inevitable situations which in the past we would have been very late in coping with. This planning for future growth may not be the answer to all our troubles, but I would hate to go back to the days of a short while ago when we didn't have any-

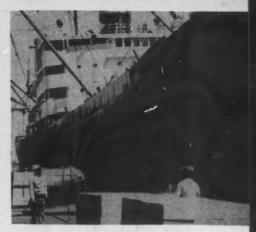
thing to plan by at all!"



American farmers rely heavily on overseas trade. One acre of every ten produces for overseas markets.



Many production workers in plants throughout the United States are dependent upon overseas trade.



This ship loading at an east coast port is engaged in overseas trade—always a two-way street.

U. S. World Trade Produces

FIVE MILLION JOBS

This brief story, based upon a recent study of the overseas trade of the United States, shows the tremendous importance of America's export trade in terms of profitable operation for thousands of U.S. enterprises and jobs for millions of workers. To keep this trade in a healthy state without bringing greater hardship than benefits to many strategically important U.S. industries, and many communities whose chief producers are threatened with extinction by imports, is a "balancing act" not too skillfully staged, in many instances, by the agencies administering our tariff and quota system.

■ EACH morning nearly five million Americans go to work at jobs that depend on overseas trade. Each week the paychecks of these millions go to purchase food, clothing, household goods and the hundred-and-one other necessities of life made by other millions of Americans. So in a way, far more than five million people owe their livelihood to world trade.

But just the five million figure by itself represents more jobs than the total number provided by the U.S. automobile industry plus such other giants as the steel industry, chemicals and textiles.

These are just some of the startling facts brought out in a study of United States overseas trade conducted by the U.S. Council of the International Chamber of Commerce. The study also sheds new light on how world trade affects such specific groups as farmers, industrial workers and transportation workers—and how greatly America's

present prosperity depends on maintaining a healthy, thriving overseas commerce.

Suppose America's export trade stopped dead tomorrow morning at nine. What would happen?

According to the Council's study, more than two million non-agricultural workers would be out of jobs—people making and selling automobiles, farm equipment, refrigerators, sewing machines, trucks, textile machinery, aircraft, construction equipment, to mention only a few. The list could be expanded almost indefinitely because nearly every American industry that produces anything capable of being moved sells some of its wares overseas.

If exports should stop tomorrow, the nation's farmers would be hit even harder than their contemporaries in the factories. The agricultural products of 40 million acres of land—one acre out of every ten under cultivation

—would be left without markets. Farmers' incomes would drop by a whopping \$4 billion, and almost a million farm workers would join the ranks of the unemployed.

And suppose the U.S. stopped buying products from other countries.
What then? Well, nearly a million
workers who process the materials and
foods we buy from abroad could be
out of jobs. So could some half million more workers in the transportation and distribution trades who take
these goods to market. And this list,
too, could be expanded by hundreds of
thousands of other workers in related
fields.

What it all boils down to is this. According to the facts disclosed by the U.S. Council's study, no other nation on earth comes even close to having the dollars-and-cents stake in international trade that America has. And this even includes Great Britain, where the first law of economic life is the realistic admonition, "Export—or die."

Foreign trade always is a two-way street. The five million American jobs depend not only on the purchase of U.S. goods abroad but very importantly on the dollars made available to foreign countries by their selling their goods to us.

If we buy enough of their products, (Continued on page 50)



WHAT FUTURE FOR THEM

In Connecticut Industry?

To keep its proud production record—and all the economic advantages that go with it—Connecticut manufacturing plants must depend on a steady flow of alert, efficient young people.

These young folks—especially those at the brink of career decisions—should know how vast their opportunities are in Connecticut Industry; and how much they have to gain by anchoring their futures in Connecticut.

The four major electric utilities of the State proudly join to strengthen this link between our youth and our industries by publishing our Career Booklet for the fourth consecutive year.

This year's edition of the Career Booklet is new in format and size. It is authored by men and women who have achieved success in their chosen fields in Connecticut Industry. It has been distributed this month for use in the guidance classes of virtually every secondary school in Connecticut.

We hope it will serve to inspire many future leaders to find a career in Connecticut Industry.

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News Forum

This department includes a digest of news and comment about Connecticut industry of interest to management and others desiring to follow industrial news and trends.

♦ JOSEPH H. SETLOW, prominent manufacturer of work clothes, died recently in New Haven. A native of Russia, Mr. Setlow came to this country in 1891. He began manufacturing overalls in a building in New Haven in 1897. In 1936 the much expanded business was moved to its present location in New Haven.

Mr. Setlow was president of M. Setlow & Sons, and his son Herbert is vice

president and treasurer.

Besides his son he is survived by Mrs. Setlow, a daughter, a sister and two grandchildren.

♦ PLANS for the construction of a research building on a 19-acre site in Groton have been announced by Chas. Pfizer & Co.

Dr. Jasper H. Kane, vice president for research and development, said the new structure will represent an expansion of the company's research facilities in Groton and will permit the company to expand some of its research departments now located in other communities.

The design calls for attractive use of Connecticut granite in construction of the first floor and light buff-colored brick for the the upper stories. Besides laboratories, the new building will in-

clude a technical library, offices and conference rooms.

Dr. Kane said the new laboratories will increase Pfizer's over-all employment about 200 over the next few years. The facilities are expected to be completed in the latter part of 1959.

♦ WILBUR W. LAUER, personnel director of Emhart Mfg. Co. since August, 1954, has been elected a vice president of the company. He has also been named general manager of Emhart's Standard-Knapp division, manufacturers of packaging machinery, in Portland.

Prior to joining the Emhart organization, Mr. Lauer was vice president and director of industrial and public relations of Sharp & Dohme, Philadelphia, Pa., pharmaceutical manufacturers.

♦ FRANK H. EVANS has been named manager of employee and plant community relations for the Circuit Protective Devices Department, General Electric Company, Plainville.

Mr. Evans succeeds George H. Sahler, who was transferred to another post within the Company.

♦ CLINTON E. SMITH, West Hart-

ford, has been elected president of the Solid Carbide Institute, a national organization with headquarters in New York and composed of 15 prominent industrial companies which manufacture solid carbide tools.

Mr. Smith is assistant to the general sales manager at Pratt & Whitney Company, Inc. of West Hartford, and a leading authority on the manufacture and uses of solid carbide tools. He joined Pratt & Whitney in 1931 when the company purchased the Keller Mechanical Engineering Company of Brooklyn, New York, with which Mr. Smith had been associated.

The Solid Carbide Institute is responsible for standardization which governs the sizes and types of carbide tools used by industry. In addition, it is the regulatory body of a national research and educational program in the use of solid carbide tools.

♦ THE APPOINTMENT of John J. Neidhard as manager, Application Engineering, of the Miller Company, Illuminating Division, Meriden, has been announced by L. M. Grawemeyer, vice president in charge of sales.

Mr. Neidhard joined the company in 1956. He is a graduate of Case Institute of Technology, Cleveland, where he received a Bachelor of Science degree in Electrical Engineering.

♦ VISITORS from Scotland and France gave an unusual international aspect to the annual sales conference of Flexible Tubing Corporation, of Guilford, held recently at the company's plant. Eldon Sandys, director of Flexible

Eldon Sandys, director of Flexible Ducting Limited, of Glasgow, Scotland, and M. Albert Chefson, manager of



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Three vice presidents honored at The American Thread Company's Quarter Century Club banquet. Left to right, C. E. Browne, vice president and general manager of the Industrial Sales Division, forty-two years of service; E. B. Shaw, vice president in charge of manufacturing, thirty-seven years of service; and H. F. Duncan, vice president of the Domestic Sales Division, forty-seven years of service.

Spiragaine-France, of Paris, attended the four-day conference, and remained at Guilford for another week of study of manufacturing methods and processes in the plant itself. The Scottish and French firms are licensees and affiliates of the Guilford company, manufacturing and selling Flexible Tubing Corporation's products in their respective countries.

♦ WILLIAM H. ARMSTRONG has been named vice president of Cramer Controls Corporation, Centerbrook, it has been announced by Peter F. Brophy, company president.

Mr. Armstrong will be responsible for planning and administering the sales and other marketing functions including market research, product planning, advertising and sales promotion. He will direct the efforts of over 100 field salesmen in Cramer's sales offices in New York City and Chicago, and those of 26 sales representatives and numerous distributors in all principal cities of the U.S. and Canada and in various foreign countries.

♦ SIXTY-SEVEN EMPLOYEES of The American Thread Company, Willimantic, were honored for service records of twenty-five years or more at an inaugural banquet of the company's Quarter Century Club held recently.

Among the employees honored were three of the company's vice presidents, C. E. Bowne, H. F. Duncan and E. B. Shaw. The banquet program was high-

lighted by presentations of jeweled insignias, each denoting membership in the newly-formed Quarter Century Club. The awards were presented on behalf of the company by P. S. Howe, Jr., president. Ten of the award recipients also received gold watches for having achieved service records of forty or more years of service.

♦ LEWIS P. JONES has been appointed superintendent of asphalt production for The New Haven Trap Rock Company, New Haven, it has been announced by Albert L. Worthen, company president.

The appointment of Mr. Jones is described as another step in the company's expansion program to meet the increased demand for asphalt materials in Connecticut.

Mr. Jones previously was project manager for the Union Building and Construction Corporation of Passaic, N.J., and had been in charge of the construction of the Connecticut Turnpike in Guilford and Madison.

♦ CONSOLIDATED CONTROLS CORPORATION, Danbury, a subsidiary of Consolidated Diesel Electric Corporation, has concluded an agreement with Manning, Maxwell & Moore, Inc., under which it will acquire the business and certain assets of the latter company's Aircraft Products Division. The agreement was announced jointly by Norman I. Schafler, Con Diesel president, and J. Robert Kelley, president of Manning, Maxwell & Moore.

The business to be acquired by Consolidated was established by Manning, Maxwell & Moore in 1952, and consists of the development and manufacture of control components for aircraft and missiles.

♦ A NEW "minimum-draft" air conditioning system, unusually high intensity lighting, two escalators in the office area and a ten-ton elevator in the manufacturing area, are among the features to be incorporated in Sikorsky Aircraft's new 490,000 square-foot plant addition now under construction in Stratford. These, and other details of the new facility were disclosed by Lee S. Johnson, general manager.

The new plant, which will be devoted chiefly to engineering and experimental work, will be situated at the northwestern corner of Sikorsky's present 830,000, square foot plant. Its company's total floor space at Stratford to 1,320,000 square feet.

♦ THE APPOINTMENT of Dr. Leland L. Antes as senior scientist has been announced by Robert Main, manager of the Hamilton Standard Electronics Department, Broad Brook.

In this position he will conduct experimental research and act as staff consultant in the field of modern physics. Dr. Antes has a broad background in both electronics and physics. He has held positions in geophysical research and, prior to joining Hamilton Standard Electronics, worked for the United States Air Force in charge of the modern physics laboratory at Wright-Patterson AFB, Dayton, Ohio.

♦ AN EIGHT-PAGE illustrated booklet suggesting commercial applications of copper foil has been released by The American Brass Company. The publication describes the properties of Anaconda "Electro-Sheet" Copper Foil. Its electrical applications, such as electro-static shielding, printed circuitry, and architectural uses such as flashing, dampproofing and weatherproofing, etc., are included. Copies are available from the company.

• MUFFLES which withstand high temperatures and strong atmospheric conditions in sintering furnaces are being custom-made by Wiretex Manufacturing Co., Inc., Bridgeport.

The muffles are available in a number of alloys, including the preferred Inconel, Incoloy and Type #330. Of thicknesses ranging upward from one-fourth inch, the muffles, with oversize crown tops, are said to have extremely

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Pressure	Temperature
Are abrasives pr	esent? Chemicals?
Does lubricant	contact rubber?
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Water? Present lubricar	***************************************
Water? Present lubricar (a) Grease	nt(b) Dispersion
Present lubricar (a) Grease (c) Powder	nt

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Rowen-Leahy, Hartford distributor of construction equipment, has a business that calls for a vast inventory of parts. Rowen-Leahy reports that "the variety of bins, drawers and ledge shelving that Barney's planned and put in has made things run a lot more smoothly."

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high capacity for holding shape in expansion and contraction. The muffles are available with extra braces of flat bar stock. Weldments are doubly secured with strict adherence to speci-

• THE CARPENTER STEEL CO. has officially taken over the bankrupt Northeastern Steel Corp., Bridgeport, and keeps alive the largest electric furnace steel mill in New England.

The northeastern concern becomes a wholly owned subsidiary of Carpenter, whose home office and plant are in Reading, Pa. It will be known as Carpenter Steel of New England, Inc.

As soon as production facilities are ready, the Bridgeport plant will start making electric furnace quality alloy and stainless steels. The old open hearth furnaces will be dismantled to allow space for additional expansion as it becomes necessary.

Frank R. Palmer, president of the Carpenter Steel Company, has been named president of the Bridgeport facility. Mr. Palmer has been with Carpenter for forty years, having started as a foreman of the company's electric furnace melting department.

Other officers of the plant are John Moxon, executive vice president; Arlington A. Britton, Jr., vice president, sales; Dr. Carl B. Post, vice president and technical director; Willard E. Roberts, secretary and treasurer.

THE U. S. ARMY now has a 100-inch long-range ground reconnaissance camera that operates in the infrared range and is capable of sharp pictures as far away as 30 miles. Originally conceived by the U.S. Army Signal Engineering Laboratories at Fort Monmouth, New Jersey, and designed and constructed by The Kalart Co., Inc., Plainville, the ground camera, when installed atop a hill can photograph areas on neighboring hills with exceptional clarity and detail.

The infra-red factor enables the camera to operate in fog, overcast and inclement weather. It can pick out a

jeep at six miles, spot a soldier at two miles and show detail on a man's face at half a mile. Linked to a television camera, the giant 100-inch lens can provide the military with a continual view of battle action and be used to direct artillery fire and missiles on critical enemy targets.

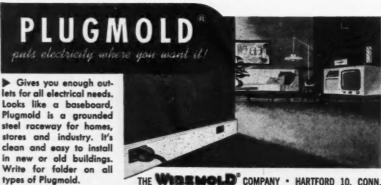
For non-military or commercial purposes, the camera may be used to take unusual photos of inaccessible areas for newspapers and magazines.

 THE "STAR" of the new Sikorsky motion picture "This Way Up", is the Sikorsky S-58, a twelve-passenger helicopter which is finding everincreasing use in both commercial and military operations.

Commercially, the S-58 is used by Sabena to link Brussels with Paris and other European cities; by New York Airways, and Chicago Helicopter Airways for passenger and mail service and by oil companies in connection with off-shore drilling in the Gulf of Mexico.

In "This Way Up," the S-58 is seen in operation in the United States and overseas. Probably the most spectacular sequence shows its use by World-Wide Helicopters in flying a drilling rig and equipment into the jungles of New Guinea, thus eliminating the need to build a road through the wilderness and saving substantial time and money. The film is 26 minutes in length.

- An INFORMATIVE new thirtytwo page booklet of interest to advertising and printing men and well as well as the general public is now available. The booklet, "The Electrotype and Stereotype Handbook," tells with easy-to-read copy and excellent pictures how printing plates for advertising, printing, cartons, newspapers and books are made and used and may be obtained free by writing to Wm. H. Lockwood Sons, Inc., 11 Edwards St., Hartford.
- ♦ A NEW SERIES of three highrated power amplifiers designed and built by MB Manufacturing Company,



THE WIRE MOLD' COMPANY . HARTFORD 10, CONN.

Division of Textron, Inc., New Haven, will extend the frequency and force ranges of vibration test systems for sinusoidal and random motion excitation in electronics, aviation and missiles development.

Said to be the world's largest producer of vibration test systems and components, MB Manufacturing adds the new 7.5, 15 and 22.5 KVA power amplifiers to the present line of specialized vibration-test amplifiers it has been producing since 1945.

♦ A NEW SERIES KC-300 Universal Hydraulic Test Stands which will provide reliable performance data for all types of Hydraulic system components and accessories has been announced by Kahn and Company, Hartford.

Simplified modular design is said to permit an extensive choice of hydraulic circuits without sacrifice of

function or performance.

♦ THE CUNO ENGINEERING CORP. of Meriden has annuonced the election of George K. Fraser, Rear Admiral U. S. N. (ret.) as vice president in charge of engineering, research and development.

Since his graduation from the U. S. Naval Academy in 1927, Admiral Fraser's career has been one of broad activity and high level responsibility. He is also a graduate of the U. S. Naval Post Graduate School in Ordnance En-

gineering (Aviation).

Cuno designs and manufactures filters for liquids and gases used in virtually every process ranging from paint manufacture to pharmaceuticals and from aircraft hydraulic systems to atomic reactors.

♦ THE ATRAX COMPANY, Newington, has announced a new series of solid carbide chucking reamers. The series of 21 tools, ranging in diameter from 1/16" to 3/8" are available from stock in fractional sizes.

Features of the new 1564-R series include right hand spiral flute (a new development of Atrax Automated production), straight shank, precision ground lands, radius chamfer, and right hand cutting. This series of solid carbide Atrax reamers are being manufactured to close tolerances.

♦ IN ITS FIRST official activity since its inception, the Snow-Nabstedt Gear Corporation 25-Year Service Club feted two recently retired members at a testimonial banquet at Waverly Inn, Cheshire.

Former Factory Superintendent Alden Stone and Tool Controller Martin Walinchus were the honored guests whose long service, material contributions and great popularity were eulogized by a host of fellow employees.

Tracey S. Nabstedt, president of Snow-Nabstedt, presented Mr. Stone with a jeweled bait casting reel and nylon line. Committee Chairman Samuel Onofrio presented retired Martin Walinchus with a camera and flash combination while tracing his 42 years of service with Snow-Nabstedt.

• FIVE NEW PRODUCTS of the Gray Manufacturing Company, Hartford, were unveiled recently in New York.

The most spectacular new product is a three-pound, hand-sized recorder called the Gray Voice Camera. The company disclosed the device was used by Air Force Major David G. Simons to record his notes and reactions during his record-breaking 18-mile balloon ascent on August 19.

Other new products, which were on view at the National Business Show are: Gray PhonAudograph 5, claimed to be the first telephone dictation system with an electronic brain; Gray Audograph Model 5A, new advanced individual dictation machine; Gray PhonAudograph new model 3B, re-



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corder and transcriber in one machine for use by one or a few individuals; Gray PhonAudograph new model 3M, designed for larger installations involving many Gray telephone handsets and, as required, multiple recorders.

♦ AN ADHESIVE which is particularly suitable for holding parts together during assembly has been developed by the Adhesives Department of Raybestos-Manhattan, Inc., Bridgeport.

Designated as Ray-Bond R-84001, it is a hot-melt adhesive which provides instant grab when applied to glass, etched Teflon, Mylar, polystyrene, polyethylene and almost any other material. This property is said to simplify assembly line operations by holding parts in place until they can be permanently fastened.

Composed entirely of solids, the adhesive is supplied in a semi-brittle state. It is liquified by heating to 250 deg. F. and applied in the fluid state to one of the parts to be assembled. The other part is immediately pressed into contact and the two held together until the adhesive cools.

♦ THE PURCHASE of two pieces of land totaling thirty-seven acres in North Haven as a site for a plant and office building has been announced by Albert S. Redway, president of the Rockbestos Products Corporation, manufacturers of electrical wires and cables.

In making the announcement, Mr. Redway emphasized that no definite date has been set for the start of construction. He said this would depend on many factors, including the general business situation.

Two years ago, controlling interest in the company was acquired by Consolidated Coppermines Corporation. Shortly after this, Mr. Redway joined

Rockbestos as president.

Rockbestos has pioneered in the development, manufacture and sale of insulated electrical wires and cables for special or unusual applications. Beginning with a process for applying asbestos to wire for insulating purposes, Rockbestos has to its credit many "firsts" in the wire and cable industry. Recently, the company has made great strides in research and development on wires and cables for aircraft and guided missiles.

♦ PHILIP R. MARSILIUS, executive vice president of The Producto Machine Company, Bridgeport, was elected president of the National Tool & Die Manufacturers Association at its twelfth annual convention held in Chicago recently. Mr. Marsilius served last year as first vice president of the Association which represents more



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than 1,000 leading special tool, die and machine plants in the United States and Canada.

♦ THE APPOINTMENT of Harry T. Silverman as general manager of the Fabricating Division of The Plume & Atwood Manufacturing Company, Thomaston, has been announced by Thomas I. S. Boak, president.

Mr. Silverman is president and treasurer of Dorset Products, Inc., Borough of Queens, New York. He is a graduate of the University of Alabama and a director and chairman of the Executive Committee of the United Whelan Stores Corp.

♦ A NEW "Check List of Reliable Controls" containing capsule information about the complete line of Diamond H relays, thermostats, rotary switches, range switches, motor controls and "snap-ins" has just been published by The Hart Manufacturing Company, Hartford.

Designed to provide engineers and purchasing agents with the quick facts about Diamond H controls for air conditioning, aircraft, appliances, automation, electronics, guided missiles, machine tools, panel boards and similar applications, the "Check List" contains a business reply card for the use of those who would like more complete



Full scale mockup of the Navy's HU2K-1 utility helicopter at Kaman Aircraft's plant in Bloomfield. Winner of a Navy Bureau of Aeronautics design competition, the HU2K-1 will be powered by General Electric's T-58 gas turbine.

information on a specific control or wish to discuss an application with a Diamond H controls engineer. Copies of the folder are available from the company.

♦ A NEW BROCHURE describing silver, silver alloy and precious metal electrical contacts is now available from Contacts Incorporated, Wethersfield.

The four-page folder outlines the present and future plans of the new company, gives an availability table of special and composite contacts, and

explains the design and specification stages in ordering contacts, with recommendations for most economy. A complete chart is included which gives dimensions of all contacts available as standard from stock.

A full description of button and rivet type contacts, their silver and alloy content, is also included with recommendations on how to specify and order. The brochure is available on request to all qualified persons and companies involved in the manufacture of precision electrical switches.

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Royal McBee officials inspect the 10 millionth Royal typewriter during ceremonies which followed its completion on the company's production lines in Hartford. Left to right are Alan S. Cook, general manager of the Hartford plants; Fortune P. Ryan, executive vice president and Philip M. Zenner, president. Typewriter at right is one of the company's earliest models.

AT CEREMONIES marking the production of the ten millionth Royal Typewriter, top executives of Royal McBee Corporation look toward a period of the industry's most dynamic growth.

F. P. Ryan, executive vice president and grandson of the founder of the Royal typewriter business, Thomas Fortune Ryan, was presented with the ten millionth machine by Alan S. Cook, general manager. In his acceptance, Mr. Ryan noted that over 40 per cent of the ten million Royal typewriters produced in the company's 53-year history have been built since the end of World War II. "The energy, skill, and loyalty of the Hartford employees in all departments have been essential in bringing the company to the milestone we note today," Mr. Ryan

He said that the typewriter is the "foundation on which office automation must be built." He called the typewriter the fundamental tool of business communication, whether the organization has only one or several thousand employees.

Philip M. Zenner, Royal McBee president, presided over the ceremonies at the Hartford plant. Commenting on the new age of office automation, Mr. Zenner predicted that the writing machine of the future, in addition to performing the tasks of today's familiar typewriter, would undergo radical

changes to fit it for the new roles it would assume.

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Mr. Zenner predicted that the Royal will continue to play a leading role in the growth of the typewriter industry. He said that the planned Royal McBee Research and Development Center in Bloomfield is "symbolic of our intensive interest in maintaining the leadership of Royal McBee in the writing machine business, as well as in the growing data processing field."

THE A. W. HAYDON COM-PANY, Waterbury, has just announced the release of a new bulletin describing a new line of sub-miniature hermetically sealed Time Delay Relays. These units were designed for aircraft, missile and rocket applications and will also be used by industry where space and weight are at a premium.

Bulletin AWH TD-502 contains a photograph of one of the units, along with charts on the tolerances on time delay, approximate weights, wiring diagram, and outline and mounting dimensions. Also tabulated are basic military specifications which these units

will meet.

 CHASE BRASS & COPPER CO. has just received a national marketing award for its contribution in promoting the use of copper and brass products on the consumer level.

The award, a scroll of Honorable

Mention, was one of the American Metal Market Annual Marketing Awards for 1957. The Award Committee, composed of three prominent marketing educators, gave the awards to a small group of metal producers and fabricators who have done the most to boost consumption of metals in the U. S. economy. The awards are designed to stimulate imaginative market development in the metal-working industry.

The award went to Chase for its unique advertising and sales promotional program on the use of copper and brass for end use products. The objective of this campaign was to create preference for and greater use of copper and brass products for their qualities of permanence, practicality and inherent attractiveness.

♦ WILLIAM H. WISHART has been named to the newly created position of manager of field sales, Industrial Sales, it has been announced by James K. Buckwalter, manager of Industrial Sales, Stanley Hardware, division of The Stanley Works, New Britain.

Mr. Wishart, a native of Dedham, Mass., joined Stanley in 1939 and until World War II, worked in the Stanley Tool division. In 1942 he joined the Navy and after the war returned to The Stanley Works where he worked on wage administration until he was transferred to Industrial Sales in 1948. Since that time he has served as a salesman and sales supervisor of the Midwest territory.

♦ LASSY TOOL CO., Plainville, has announced the development of a new improved Master V-Block Angle Plate which is said to incorporate the first major improvements since Angle Plates were first put in use.

Manufactured of machine steel, uniformly carburized and hardened to a depth of .070 thousandths per side with a surface hardness of 64 to 66 Rockwell, Lassy Angle Plates are said to be thoroughly seasoned in between careful grinding operations, maintaining an equal thickness of case on all surfaces.

Every surface of the tool is finished and a side gage, which may be attached to either side, automatically provides for positioning the work precisely without the aid of surface plate or square. Another feature is the adjustable parallel, which attaches to the side of the plate and is infinitely adjustable, providing a work shelf of desired height.

♦ THE U. S. PLASTIC MOLDING CORP., Wallingford, has announced that it has won several military contracts for the development and manu-



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facture of molded assemblies and other products for the U. S. Navy.

A spokesman for the company said its products will be used by the Navy as important components of newly developed underwater ordnance devices which are being added to the national defense program.

♦ TWO New Haven Railroad promotions were announced recently by President George Alpert. They are Jeremiah J. O'Neill of Orange as vice president and Paul J. Connery as comptroller.

Mr. O'Neill will serve as vice president of planning and control. He had been comptroller since 1950.

Mr. Connery joined the New Haven Railroad last August. He formerly was secretary and treasurer of the Ohio Valley Electric Corp.

♦ EVAN J. PARKER, president of the American Hardware Corp., New Britain, has announced the appointment of David Muirhead to the newly created position of executive vice president of the corporation.

Mr. Parker said that due to the considerably expanded operations of the corporation which had taken place over the past few years, this new office had been created to effect necessary centralized controls over the operations of the company and its subsidiaries.

Mr. Muirhead will continue in his present position as treasurer of the corporation.

♦ A 17,000 square foot plant addition has been started at Technicraft Laboratories, Inc., Thomaston, according to Francis T. Eddy, president. The company manufactures microwave and radar components.

Mr. Eddy also stated that construction of the company's proposed West Coast plant has just been started in Costa Mesa, California. Increasing civilian and military business prompted the expansion program.

♦ JOSEPH T. NERDEN of Meriden, a veteran staff member of the State Department of Education, has been named chief of the department's newly established Bureau of Technical Institutes.

The new bureau was formed to advance the training of technicians for Connecticut industry. Dr. Nerden will be responsible for supervising the Hartford Technical Institute, the new Norwalk Technical Institute and evening programs in 14 state vocational technical schools.

A department staff member since 1941, Dr. Nerden's previous position was as a consultant in trade and industrial education.

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Corporation, Bloomfield, has been acquired by Monsanto Chemical Company of St. Louis, Mo. Monsanto acquired fifty per cent of Plax stock formerly owned by Owens-Illinois Glass Company by exchanging 325,000 shares of Monsanto for 250,000 of Plax shares held by Owens-Illinois.

Plax, a manufacturer of plastic bottles and other plastic products, is a subsidiary of Emhart Manufacturing Company.

♦ THOMAS F. MULDOON has been named sales manager of the Bridgeport Rolling Mills Co., it has been announced by Pierce M. Welpton, president.

Mr. Muldoon started with the company as a salesman in 1949 and has moved successively to the posts of special sales representative and district manager. In his new capacity he will be responsible for all of the company's sales and merchandising activities, including market research, sales training and advertising.

♦ THE APPOINTMENT of Howard Daniels as manager of the West Hartford plant of Dunham-Bush, Inc. was announced recently. He has been with the company since 1953 assisting the vice president of sales, later becoming production manager.

Prior to joining Dunham-Bush, Mr. Daniels was employed by the Columbia Steel and Shafting Company.

♦ A NEW ELECTRONIC "BRAIN" which increases the automatic control of electrical energy flow in its generating system has been put into service by the United Illuminating Company.

Called a load frequency control, the automatic apparatus can regulate up or down, depending on customer power needs, the amount of electricity generated every minute of the day. It now is connected to ten of UI's 19 turbine-generators.

The new equipment brings regulation of electric power in UI's entire system to the office of the power director where it is located. An instrument panel serves as the centralized automatic control system's "sensory nerves" and a dial console is its "brains."

When UI's electric load rises or drops, the instruments register the change and signal the console. Set up ahead of time by the power director, the console automatically coordinates all information it receives from the instruments, then decides how the utility's generating system will pick up or slacken the load.



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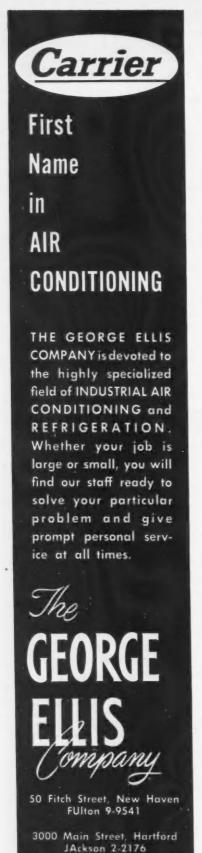
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Specialists in Color Printing

(Continued from page 7)

fornia where he and his wife operate Kerr Printers, a successful organization which publishes many technical booklets and other materials for the Air Force and West Coast aircraft industrial firms.

Another cousin of the elder Nathan, Sam Gandelman, is a compositor at the New Haven Register. Sam's son, Morris, works with the Wilson H. Lee Company. Nathan's brother, Jack, is a printer in New York.

Mark Friedman, who married Nathan's daughter, is secretary of City Printing.

Retraining For Color Printing

The company had been working in offset lithography as early as 1936. Ten years later the company made the big jump from black and white to color printing. Fine color lithography in 1946 was a comparatively new field, dominated by a small number of firms. Mastery of its many techniques-photography, separation negatives, stripping, color registration, plate making -meant that the owners of City Printing had to go back to school. Even here they did not find all of the answers and had to learn many of them from expensive and time-consuming trial and error techniques. For example, they had to discover what formulas to use by experimentation. Today these chemicals are available in packaged

The chief difficulties were in matching the colors drawn by artists for company catalogues, sales advertising literature and brochures of all descriptions. Then the executives had to train conventional type and letterpress printers in the fine points of lithography. They found that classes had to be held on a regular schedule and this tradition continues to the present. Classes are held during the winter months each week and experts are often brought in from the outside to describe new printing techniques and methods.

Employees are encouraged to attend trade association meetings to pick up pointers from other craftsmen.

This on-the-job training has paid off. At the annual Certificate of Craftsmanship Awards Dinner held in Cheshire this year, seven employees of City Printing received awards from the Master Printers Section, the open shop division, of the Printing Industry of America. These awards gave ample evidence of the training and skill of City Printing employees.

Every new technique and every new

equipment design is carefully studied by the company's management. When either a new technique or piece of new equipment is found to be of advantage to lower production costs and improved quality it is installed immediately. Manufacturers of lithographic chemicals and supplies, impressed by City Printing's careful controls and technical knowledge, often ask to have their new products field tested by the New Haven Company prior to their announcement to the market. This combination of enterprising management, continual painstaking education and the most modern equipment available, gives the City Printing Company, from executive to apprentice a high degree of skill and efficiency.

Trade and Civic Leadership

Because of his leadership in this area of printing, David Gandelman is now President of Printing Industry of Connecticut, an association of employing printers in Southern Connecticut. In addition, he is President of the Connecticut Valley Litho Club, which draws its membership from the New England area except for the Boston-Providence area.

Other officers of the firm are active in civic affairs. Dick heads up civic groups to improve living and housing conditions in the area in which the plant is located, and is a member of the New Haven Citizens Action Committee. Mark Friedman is on the Board of Governors of the New Haven District of Printing House Craftsmen. All the officers attend regularly all trade association meetings and participate actively in their functions.

This new generation of the Gandelman family prides itself on these facts:

- Most of City Printing Company's work is for Connecticut industrial firms.
- In less than a decade, City Printing has become known as a major producer of fine quality color lithography in Connecticut and New England.
- It was one of the first printing firms to introduce profit sharing, life insurance, health and welfare insurance and retirement pensions among its employees.
- 4. Most of the employees have been trained in the company.
- Dave and Dick Gandelman check every single job that comes into the company and supervise it personally.
- Every step in color work, from separation of negatives to binding of booklets, is done within the four walls of the plant.

An opportunity was foreseen to furnish the Connecticut area with cre-

ative, imaginative printing and careful interpretation of a customer's desires at competitive prices. From this opportunity hundreds of thousands of folders, brochures, booklets and catalog pages cascade from high-speed, modern equipment run by self-reliant, highly skilled Connecticut craftsmen with a stake in their company. Million unit runs are the order of the day for the company that has sold large segments of Connecticut industry on using color printing.

May We Present . . .

(Continued from page 10)

came associated with the Revere Copper and Brass Co., Inc. as a technical advisor. On June 1, 1941 he took a temporary leave of absence from Revere to organize the Brass Mill Operations in the Office of Production Management, Washington, D. C. on a dollar-a-year basis. Following Pearl Harbor he resigned from Revere to serve as chief of the Brass Mill Branch of OPM, and subsequently as assistant director of the Copper Division, War Production Board until December 1944.

In 1945 Mr. Douglas organized Re-

public Foil & Metal Mills, Inc., in Danbury, which specialized in the rolling of plain, unbacked aluminum foil.

Besides being president and director of Republic Foil & Metal Mills, Mr. Douglas is a director of the following organizations: City National Bank & Trust Company, Danbury; Metal & Thermit Corporation, New York City; King Container Corporation, New York; The Aluminum Association, New York; The Danbury Industrial Corporation, Danbury.

He is a trustee of the Connecticut Public Expenditures Council of Hartford and of the Danbury Hospital and a member of the Prime Aluminum Products Industry Advisory Committee, Department of Commerce, Washington, D. C. He was also a member of the American Marketing Team, sponsored by the Foreign Operations Administration, which visited Italy in 1954. He lives in Brookfield Center, Connecticut.

JACK T. F. BITTER, president of The Parker-Hartford Corp., Hartford, was born in Cincinnati, Ohio, later moving to Hartford where he attended Weaver High School. He graduated from Suffield Academy, Suffield, Connecticut in 1928 and from Colgate University in 1932 where he received an A.B. degree. Following graduation he worked

in the Cashier's Department of the Travelers Insurance Co. in New York City until he joined The Parker-Hartford Corporation in 1934 as a salesman. He was elected secretary, assistant treasurer and a director in 1936, and president and treasurer in 1953.

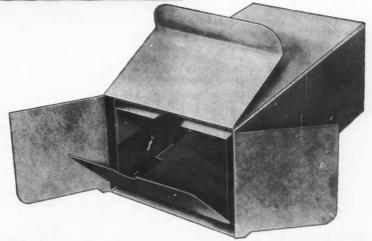
Mr. Bitter is past director of the Hartford Chamber of Commerce and a former president and director of the National Marking Device Association. He is a member of the Hartford Club, the University Club of Hartford, Hartford Rotary Club, Twentieth Century Club, Society of Plastics Engineers, Boothbay Harbor Club, and a 32nd degree Mason and Shriner.

LUCIUS S. ROWE, president, Southern New Telephone Co., New Haven, is a native of West Haven, Connecticut. He was graduated from West Haven High School and attended Wesleyan University, Middletown.

After a brief period of employment with the Connecticut Company he began his long career with the Southern New England Telephone Company as an accounting clerk in 1925. Successive promotions elevated him to chief accountant by 1934, to auditor of disbursements in 1937 and to the post of general auditor in 1942. He was elected vice president and general manager

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"Second, because seldom, if ever, does an internal shop keep its tool and die makers busy at their greatest skills. This waste of critically-short skilled personnel is a costly business practice. Ninety-nine times out of a hundred, when a company starts to do its own work it does so to save money. But in the area of special tooling, if they were to figure the true costs, they would change their minds."*

Evidently Mr. Trundle's advice is making sense to increasing numbers of cost-conscious executives. More and more mass-production plants are finding it profitable to go *outside* to contract tool and die specialists for all their special tooling requirements. Why not look into your own tooling procurement practices? Chances are you will find good reason to call in a dependable NTDMA plant.

*From an address before an NTDMA Convention.

Central Connecticut TOOL & DIE ASSOCIATION

LOCAL CHAPTER OF NTDMA



IT PAYS TO GO OUTSIDE FOR SPECIAL TOOLING

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For further information, contact any of the above firms.



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in 1948, a director in 1949 and president in 1955.

Mr. Rowe has always been active in business and civic affairs of New Haven and the state and as a trustee or director of business and civic enterprises.

He is a director of the Union and New Haven Trust Company, the Bullard Company, Bridgeport, Veeder-Root, Inc., Hartford; Connecticut Chamber of Commerce, United Fund of Greater New Haven and the New Haven Orchestra Association. He is also a trustee of the Connecticut Public Expenditure Council, a member of the Highway Financing Study Commission, a corporator of the Connecticut Blue Cross, Inc. and chairman of the New Haven Citizens Action Commission.

HAROLD LEEVER, president of Mac-Dermid, Incorporated, Waterbury, was born in Detroit, received his early education in Ferndale, Michigan and was graduated from Michigan State University in 1936 with a B.S. degree in chemical engineering.

He joined MacDermid Incorporated in 1938 as a chemist and entered the sales end of the business in 1940. He advanced through the posts of sales manager and vice president to be-come president of the company in

In Waterbury civic affairs Mr. Leever is chairman of the Mattatuck Council of Boy Scouts of America Camping Committee and vice chairman, Federated Funds Annual Fund Raising Drive. He is also past president of the Rotary Club. In his home town of Bethlehem, where he lives on a farm with his wife and five children, he serves as superintendent of the Federated Church Sunday School, as cub master Boy Scout Pack 59 and chairman of the School Planning Commis-

He is a member of the Waterbury Club, Country Club of Waterbury and the Watertown Golf Club.

J. A. ATWOD III, president and treasurer, Wauregan Mills, Incorporated, is a native of eastern Connecticut and now lives in Moosup. He received his higher education at Yale University and at North Carolina State Col-

lege of Textiles.

During World War II he served in England with the 8th Air Force. Following the war he was employed by the J. P. Stevens Co. in Greenville, South Carolina until he joined Wauregan Mills in 1948 as assistant president and assistant treasurer and director. In 1957 he was elected president and treasurer. He is also president and treasurer of the Plainfield Water Co., president, Wauregan Fabrics of New York, and treasurer of Atwood-Meade Company, Incorporated.

How Would You Decide?

By Fredrick H. Waterhouse Counsel

♦ Must a company under an equal pay clause pay the same rate to employees doing similar work in the same job classifications, even though the contract provides for merit rating and rate ranges?

Here's what happened.

Three employees were employed in the same job classification and all were at the top of the rate range in that classification. A change was made in the job and the labor grade was revised which resulted in a different range of rates. Thereafter, according to the merit rating system of the company, the three employees were reviewed each six months and rated accordingly. At the first review while the employees were in the new labor grade, one of them was rated somewhat lower than the other two, and accordingly did not receive the increase granted the others. In successive reviews at six-month intervals, the differential between the grievant and the other two in the job classification was widened as the result of the rating which was applied in accordance with the system. The grievant finally objected and the union took up his cause, claiming that the contract provision requiring equal pay for equal work should apply, particularly in view of the fact that the job which these men were doing was not a production job but was concerned with the operation of electrical switchboards. The union claimed that since the men did not make anything and there were no units of production to weigh, count, or otherwise measure, all must be doing equal work in watching and operating the switchboards. The union claimed this was particularly true as all three were rated equally and at the top of their range before the job was changed. The company claimed that the union theory would practically eliminate its merit rating system and that the equal pay clause was applicable if the only question were what an employee does, but the merit rating clause in the contract was related to how the employee does his

Can a merit rating system and an equal pay for equal work clause be made compatible?

The arbitrator agreed with the company that merit may depend upon many more variables than just productivity, and that this is especially true for a service or maintenance job. He felt that the union's contention would place a distorted importance on the equal pay clause which would almost entirely negate the company's right to reflect merit difference. The fact that an employee is doing the same type of work or that he possesses the same ability does not mean he is doing the work in as meritorious a manner as the others.

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Will a clause in a contract making it retroactive defeat an arbitration which has not been processed according to the terms of that agreement?

Here's what happened.

In negotiating the first contract, the company and union spent several months working out the various clauses. When it was finally agreed upon in October, it was made effective as of the previous May. In the meantime, and while the negotiations were proceeding, the parties had agreed upon certain features, including a grievance procedure which was followed by the parties and which contained no time limitations on the filing of grievances. However, the final contract provided for a number of steps in the grievance procedure and also provided that unless an appeal was taken within a certain number of hours of the company's answer in each of these steps that the grievance would be considered settled and no appeal would be thereafter permitted. Although the grievance in question had been processed according to the previous understanding of the parties, it had not been appealed from step to step within the time limits set out in the final contract. The company then claimed that the grievance was not arbitrable since the union had failed to follow the time limitations in the contract which they had agreed to be made retroactive to cover the period during which the grievance was being processed.

Does a retroactive clause apply to a grievance under such circumstances?

The arbitration board felt that antedated contracts cannot be retroactive in all their terms and generally speaking, such antedating is to permit retroactive application of the economic provisions of the agreement. It pointed out that some matters covered by an agreement cannot be made retroactive because either the parties have acted as the provisions of the new contract dictate, or they have not. Since the parties did have a general understanding of their grievance procedure which did not have time limitations, it would be improper to disregard that agreement and apply the restrictions in the eventual contract to defeat the arbitration.

Does an employee have the right under a 4 hours pay or 4 hours work reporting clause to refuse substitute work when his regular work is not available?

Here's what happened.

The contract contained a reporting clause which provided that when an





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employee is directed to report for work and the anticipated work does not materialize, he shall be offered substitute work at his regular payroll rate to the extent of at least 4 hours time. The contract further provided that the substitute work means any work within the reasonable capacity of the individual to perform, and that work provided by the company must actually be performed, but if no work is offered then the employee is to receive 4 hours pay in any event. On the day in question, the machine on which the employee usually worked was down on repairs and was not operable. He was then assigned to clean-up work which he did for about 2 hours, when he was relieved of that work and told to operate a certain machine. Operation of this machine was not regularly required but on those occasions when there was work to be performed on that machine, any employee who was available was placed on that job as a temporary assignment. The grievant refused to perform the work and said he would perfer to go home unless his regular machine was available. He did not give any reason for his refusal to do this work, other than to say he had the right to refuse to do the work offered, whereupon he left the plant and went home. For this action on his part he was given a written warning and told that such a refusal of work offered is equivalent to quitting, and in the future would result in the termination of his employment. He objected to this warning and still contended he had the right to refuse substitute work and go home. There was no claim that the work was hazardous or beyond his ability but the question boiled down to the claim that under a reporting pay clause an employee may refuse substi-tute work. Of course, he would not be given the reporting pay and would be entitled only to pay for the time he actually worked. The company claimed that once he had reported for work he was in the same position as any other employee and could be transferred or reassigned at the discretion of the company and any refusal to do proper work amounted to quitting.

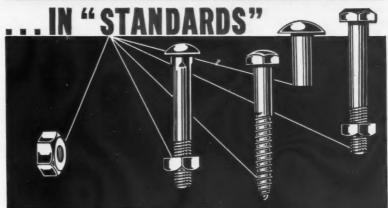
May an employee refuse a substitute work assignment under such circumstances?

The arbitrator ruled that an employee does not have a choice in the matter of the work he will do in the situation presented except to the extent that the substitute work offered is outside his reasonable capacity to perform. He ruled that if the employees were permitted to determine for themselves whether or not to accept such work assignments when they



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are clearly consistent with the employees' reasonable capacity to perform, the company would in effect be yielding the very managerial prerogatives which the union has recognized in the contract. It would also have an adverse affect on the efficient use of personnel. Actually, during the 4 hours for which the company must pay the employee, he must perform whatever tasks are required under the same conditions controlling the normal employment relationship.

How To Create Creative Salesmen

(Continued from page 12)

lowing these to be examined and evaluated by their own experiences.

With participation, observation, questions, and practice in a group of 12 to 15 salesmen, each individual will get understanding, acceptance, and go out into the field and use motivation to his advantage. This will be reflected in increased sales and profits for his company.

Therefore, if you desire to create creative salesmen set up a participating seminar in Motivation, Methods, and Problem Solving. A man experienced in the techniques of seminar training and who has a knowledge of the fundamentals can create creative salesmen for you in ten sessions of three hours each.

If your men are scattered across America call in fifteen at a time for five days. This will pay dividends.

The seminar training program outlined will develop skill in salesmen as it 1. Gives knowledge, 2. Provides experience by practice, 3. Causes thinking which releases initiative and ingenuity in an individual. These are the basic factors for skill. Look in any job evaluation handbook and you will see them listed.

Skill in Motivation

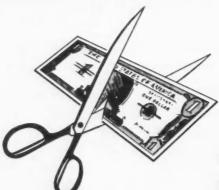
To create skill in motivation in your salesmen you give them the fundamentals in motivation—those basic facts which apply to every selling job. With participation you apply these fundamentals to the salesman's own individual problems which he faces daily.

A simple 3-step procedure with six activators, called the Law of Motivation, gives the fundamentals. In participating seminars with this law you can create in your salesmen a basic skill which they will increase with experience in the field.

Skill in Developing Methods

The second important skill in creative selling is to develop correct methods of the things to do. It is what a salesman says and does that determines his success or failure. The Law

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of Motivation gives him the correct presentation. Correct methods give him effective action.

In studying the methods of food salesmen I observed that they did ninety-one different things on their regular calls. But only nine were effective. The correct method was established by using these nine in an orderly procedure. The eighty-two that resulted in wasted time and efforts were eliminated.

Correct methods can be brought out under the skillful direction of an experienced seminar leader as men examine and re-evaluate their experiences.

Skill in Solving Problems

How we think determines our behavior, attitudes, and actions. Orderly thinking is not a natural skill as most people believe. The natural way is to jump to a conclusion based on egocentric thinking; then to defend that conclusion even when wrong by a process called rationalization, or what the Chinese call, "saving face."

There is a four-step orderly thinking procedure for solving the problems that a salesman faces daily. The creative salesman uses this formula when he encounters special problems. He has used it to carefully work out in advance his repetitive problems on motivation, methods, handling objections, difficult people and tough buyers. He expresses initiative and ingenuity by using the orderly thinking process to improve on what he is now doing.

Profit Value of this Seminar

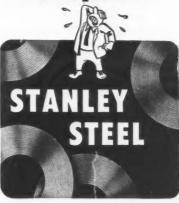
Let's assume this program will increase your sales by only 10%. Generally it is a great deal more. A good rule of the thumb method to determine the actual dollar value in increased profits before taxes for manufacturing companies is to multiply your total sales by four per cent; wholesalers, by two per cent; retailers, by three per cent; and service organizations, such as, printers, bakers, laundries, etc., by four per cent*.

If you are a manufacturer and making only four per cent on sales today, it will increase your profits by 100%. Of course, this also means you are not an efficient profit producer. Something is basically wrong in your organization and it's past time for you to start creating creative salesmen.

Creative selling produces profits. The difference between success and failure in most businesses generally lies in ability to sell profitably. That is what a creative salesman does. And the beautiful part is that you can create creative salesmen.

* Explained in "How to Build Profit Value in Your Sales Dollars," Ronald Press, N.Y.

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No. 2 — Half Hard Temper is a moderately stiff, cold rolled strip for limited bending.

No. 3 — Quarter Hard Temper is a medium soft, cold rolled strip intended for limited bending, forming and drawing.

No. 4 — Skin Rolled Temper is a soft, ductile, cold rolled strip for fairly deep drawing where surface disturbances like stretcher strains are objectionable.

No. 5 — Dead Soft Temper is a soft, ductile, cold rolled strip produced without definite control of stretcher straining and fluting. It is intended for difficult drawing applications where such disturbances are not objectionable.

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You can issue your Travelers Cheques at your own convenience and are not limited by regular banking hours. Travelers Cheques eliminate the need for credit cards and cash advances, and they facilitate the payment of bills on the spot. Accounting routine is greatly simplified, too.

Any Connecticut Bank and Trust Company office will gladly explain and set up this service for you.

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Public Relations

By A. Carl Messinger
Public Relations Director

♠ DO employers have "the same electioneering latitude" as unions? Arthur Krock asks in his New York Times column.

He goes on to point out that a jury of 10 women and 2 men found in a Federal court that the United Automobile Workers were engaged in an "educational project" during telecast interviews of union President Reuther and Democratic candidates. The broadcast cost \$5,985, part of it membership dues.

"As matters stand," Mr. Krock states, "any union's officers can use its general fund (dues included) as the U.A.W. used it when its tried and true friend, Pat McNamara, was the Democratic candidate for Senator from Michigan in 1954. Any corporation with a stomach for the venture can allocate its revenues in the same way."

This brings up questions: "Can the non-union segment of industry remain silent while this type of 'educational project' goes on? If non-union members do remain silent, will they find the free enterprise world gradually changing to a point of non-existence?"

In Connecticut 71 per cent of employees prefer not to join a union. The economic climate you might observe is a lot different in Connecticut than it is in Michigan. But is the U.A.W. different in Connecticut? For information turn your dial to WHAY (910), New Britain, from 6:15 to 6:45 P.M. or WPOP (1410), Hartford, 5 to 5:30 P.M., Monday through Friday. When your hear the U.A.W. comment on Kohler or Walter Chrysler's art collection, it sounds much more like a program taped in Moscow than Detroit.

What to do? It seems to us that people in industry should face the situation squarely in their own plants and communities. Your Association will continue, of course, its own program of factual information concerning how our economy works. But a locally orientated program can and should have greater impact than one on either the state or national level.

With a few outstanding exceptions little is being done in economic education by Connecticut employers. This may be due to a "don't rock the boat attitude" engendered by prosperous years, unawareness or unwillingness to believe that Connecticut people can be influenced by un-American propaganda. Here is the danger, not today, but for the future. As the children's rhyme says:

"Little drops of water Little grains of sand Make the mighty ocean And the pleasant land.

As specialists on communications and staunch believers in the people's capitalism under which we live, industrial public relations people have a challenge and responsibility in the field of economic education. This challenge goes far beyond two radio stations and the U.A.W.

Public Service Boosts PR Rating

"A majority of public relations executives feel that the campaigns that have brought their companies the most favorable community attention in the past five years have been programs that strongly emphasized public service and boosted the organization only indirectly. This was brought out in a survey of 141 public relations executives conducted by the American Management Association. The activity most frequently mentioned as successful in building community good-will was encouraging company executives to take an active part in civic affairs. Other successful projects listed included furnishing hot coffee to the city fire department at a big fire, and sponsoring a post-prom party for high school voungsters.

"The AMA concluded that genuine service to the community is more effective than publicity gimmicks or paid advertising and creates a favorable climate of opinion."

PR Reporter, AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES



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HOW Specialized STRIP PAYS OFF—Helps sustain steady, high-speed production; increases yield; minimizes rework expense; prolongs tool and die life; gives closer control of unit costs; improves product quality; protects anticipated profits.

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Accounting Hints

Contributed by

The Hartford Chapter National Association of Cost Accountants

Accounting for Research and Development

By ALAN R. BROWN

Norden-Ketay Corp.

• INDUSTRIAL research and development has increased steadily since World War II, but in response to recent evidence of scientific achievement in Russia, these programs must be broadened and accelerated. The year 1958 will be remembered as the first year of a new era. We are in direct competition with world communism on a wide front-armaments, consumer products, agriculture, as well as the exploration of space.

The accountant need not accept a passive role in this Age of Engineering. America has no monopoly on brains, or eduction, or scientific experience, but we do still have a sizeable advantage in capital—in the form of funds, productive capacity, and the varied skills of our labor force. We must abstain from part of our present expenditure for consumption in order to increase this capital, and we must carefully husband the present facilities to cover all the tasks that confront us. In both these programs, the accountant will perform a vital function. This can be illustrated by reference to a single research or development pro-

When a company decides to develop a certain product, or is given the task by the government, the accountant should assist in the formulation of the project as follows:

1. He should obtain as complete an understanding of the aims of the project and the methods to be employed as he is able. He can provide a formal presentation of the estimate of cost, in sufficient detail for subsequent comparison with actual expenditures. He may suggest sub-division of the total project into intermediate or corollary tasks, particularly if the project requires over \$10,000 of engineering labor and overhead. He will note any provision for acquisition of capital equipment, making sure that alternatives have been considered, such as the use of outside testing services in place of the purchase of test equipment that has only temporary value to the company. He will inform the engineering department of certain contractual obligations on cost-plus government contracts, such as the usual requirement to obtain the approval of the Contracting Officer for all purchases of capital equipment over \$1,000, and the reminder that all materials purchased under such contracts become government property at the time of purchase.

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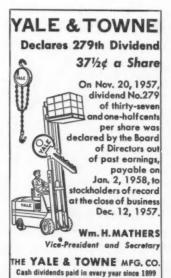
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- 2. The accountant will compute the estimated return on investment of the project. This may be difficult to state accurately, owing to:
 - (a) The future cost of the product being developed may be stated within only a broad range.
 - (b) The market for or application of the product may not be exact.
 - (c) The expense of the development itself is almost always understated by the engineers, and other proponents of the project.

For these and other reasons, the calculated return on investment must be relatively higher on development than on other investments, but the calculation itself is of prime importance since it presents the goals and methods of the program in relation to the assets employed. In other words, this is the only means of combining design objectives, production costs, and marketing plans into a cohesive report—by stating them in terms of profit.

3. The accountant will set up a means of furnishing frequent reports on the progress of expenditure on the project. This is only one means of measurement, but in conjunction with reports of the physical progress on the project, it provides evidence of success or partial failure.

After the research and development project is approved and work is begun, a financial report should be made to the project engineer, to the engineering manager, and, in special cases, to the president. This should be a weekly report and should include at least the following costs:

- (a) Engineering labor and overhead spent during the week and cumulative. A distinction should be made among design engineering, drafting, and model shop labor.
- (b) Shop labor and overhead spent during the week and cumulative.
- (c) Purchases of materials, including both the actual invoices received to date, and net purchase commitments open.
- (d) Purchases of and commitments to purchase outside services for engineering or the use of testing facilities.
- (e) Appropriate allocations of general and administrative expense.

This report should compare the ac-

tual costs with the original estimate, and must therefore be segregated by task within the project as needed. Any such distinction should be provided by the prior establishment of task numbers for use on time cards and purchase orders.

Every research and development project should be subject to periodic scrutiny by a committee that represents in its membership some functions other than engineering. One of these must be accounting, if only to assure that the dollar amounts used in the discussion are accurate and correctly interpreted. These meetings should be held at least monthly on large projects, and their aim is to insure that:

- 1. The original goal of the project is being pursued to the exclusion of other aims. It is difficult to keep engineering effort from dissipating itself in interesting side excursions to the detriment of the whole effort. If the engineering department feels that other goals should be set or the stated aim broadened, they should put forth a new proposal for additional funds, to be approved by all of management.
- 2. Even if the stated goal of the project is adhered to, much engineering effort and expenditure may be wasted on the improvement of the product beyond the specifications desired. For example, when the requirement of linearity of response of an instrument is 1% maximum deviation over total range, any expenditure to obtain consistent readings with lower deviation is not authorized expenditure under the terms of the original proposal.
- 3. Since all of us make mistakes, now and then, there will be an out-and-out failure to achieve results on a project. It is most difficult to get an admission of failure from those responsible, to terminate the effort, and to divert the expenditure into more productive channels. The accountant often must assume the unhappy role of coroner, and the sooner the problem is faced, the less disastrous will the results be.

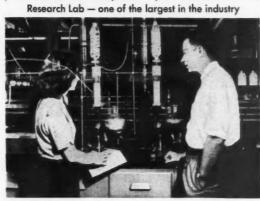
Under cost-plus government contracts, the accountant also has the responsibility for reporting 85% completion. He may also be assigned the responsibility of stopping further work when an over-run is imminent.

All in all, a significant contribution to research and development can be made by the accountant without his touching a test tube. His participation in the administration of these activities is needed and most often welcomed by the engineers and others actually involved in the work.



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Business Tips

Contributed by The School of Business Administration University of Connecticut



Dean Laurence Ackerman of the School of Business Administration (left) presenting \$100 award to L. Fred Boyce, Jr.

L. FRED BOYCE, assistant professor in the Accounting Department, School of Business Administration, University of Connecticut, has recently been awarded \$100 for what was judged to be the best article published in the Business Tips column of Connecticut Industry magazine for the year ending May, 1957. A panel of three judges, all executives of member companies of the Manufacturers Association of Connecticut, selected Mr. Boyce's article entitled "Stock Dividends-A Partial Solution to the Capital Shortage," as being the most outstanding on the basis of originality, pertinence of subject matter and clarity of presentation.

The Business Tips column, which appears each month in Connecticut Industry, is written by various members of the U. of C. School of Business Administration, with monthly assignments being made in advance for the entire

year by Harry D. Kerrigan, professor of accounting, who is the project coordinator. The award, made for the first time this year, has been established to recognize the contribution which the School of Business Administration project makes to the magazine and its readers.

Mr. Boyce, who joined the University staff in 1955, is the author of numerous publications. Other articles he has written for Connecticut Industry include "Getting the Most from the Annual Audit," "Cutting Clerical Costs," and "Motivation and Productivity." He is also the author of the articles "Attracting and Retaining the People the Accounting Profession Needs" in the February 1956 issue of The California Certified Public Accountant, and "How to Attract and Keep Good CPA's" which appeared in the April 1956 issue of Montana CPA.

A Letter from That Lowly File Clerk

By SHIRLEY MORRILL, Assistant Professor

DEAR BOSS:

I am that lowly file clerk who has always been the ready foil for jokesters, wits and cartoonists. The assumed simplicity of my job has lent itself to much humor and my duties are belittled among my fellow office workers.

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notonous. It annoys me that so little recognition is given to its importance in the sucessful operation of all the parts of your business.

You ask me to perform my duties in this nerve center of your organization in poorly ventilated and poorly lighted storage rooms. You expect me to have training and experience. Filing is a profession! Your entire office investment suffers if your records cannot be used properly—due to poor filing and finding methods.

No stupid person files well enough for you to entrust your records to him. Why don't you require your filers to pass some type of I.Q. test to give them a feeling of pride and a sense of prestige? I am weary of the stigma of "just a file clerk." I need a little status in the eyes of other office-workers. The individual is important even in the so-called automatic filing process. There is no system in the world which can furnish the brains to do the planning, the interpretation and follow-up necessary in connection with successful operation of files.

Let me ask you: Is EVERYBODY a file clerk? Do you have too many files? Are you providing the right tools and supplies? Do your files keep pace with the progress of your business? Does the particular system installed in your company permit your clerks to work with maximum efficiency? Does your particular filing system fill the needs of those who refer to it the most.

Are the routines in the record department streamlined to prevent duplication of effort? Are the most legible copies reserved for the files? You know, file copies are in constant use.

Do you help the new filing employee by keeping the filing manual up to date? Do you review it regularly?

Mr. Employer: You expect me to be a bloodhound in locating material that has been loaned by the original borrower to others who in turn have passed it along. Such negligence in a records department can be costly. Besides incurring extra expense, supplies and labor, there are the intangible costs of frustration and high blood pressure on your part and mine.

So, dear Boss—give your filers a break! Hire good people, give them a well-planned and well-integrated training program, give them attractive compensation, and please provide them with adequate working space, proper tools and supplies, and above all, make sure that they are given recognition for their importance in the office family—then they will give you the quality of filing service you expect and would deserve.

Your "lowly" file clerk

Spotlight on the Future

Contributed by National Association of Purchasing Agents By Chester F. Ogden, Manager of Purchases The Detroit Edison Company

General Business Conditions

· Purchasing executives predict that the downward drift in general business will continue through the first half of 1958. In analyzing 1958, 40% say the first six months will be worse than the similar period in 1957, 40% the same, and only 20% better. Labor uncertainties are cited by many as clouding the picture for the second six months. Most of the Committee members believe some major strikes are inevitable. This leads them to temper their enthusiasm for a pronounced second-half pickup. Viewing the year as a whole, as compared to 1957, 28% believe it will be better, 42% the same, and 30% worse.

Despite brisk retail sales, the current business situation is gloomy. The 43% reporting poorer new orders bookings this month is the highest number so reporting since January, 1954. 40% say their new order position is unchanged and 17% better. Production is also down, with 45% showing reductions, 37% the same, and only 18% a better situation.

There is little strength in commodity prices. Many of our reporting members tell of price cuts to reduce inventories and of lower quoted prices to meet competition without corresponding reductions in manufacturing

Recent cutbacks in production schedules have resulted in lower employment, as well as a new drive to cut inventories so that they are in line with current production.

Buyers are becoming even more cautious about their forward commitments and they are definitely operating on a shorter-term basis. Again, this month, no items are in short supply.

Commodity Prices

Committee members report that the desire on the part of many of their suppliers to raise prices is checked by the general soft order position. In many instances, prices are being cut to meet competition without corresponding reductions in costs. As a result, only 14% of our reporting

members say that, over-all, they are having to pay more for the items they buy. A whopping 80% state that there is no change and 6% report lower composite prices.

Inventories

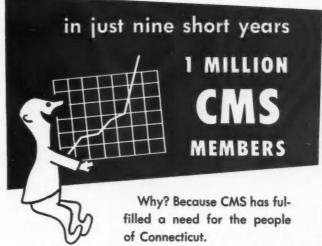
The fact that the anticipated production pickup has not materialized

has caused purchasing executives to scrutinize, again, their purchased material inventory position. As a result, many have effected further reductions. 41% report lower stocks, 42% no change, and the balance, slight increases. The inventory adjustment era of 1954 was the last time so many reported reductions.

Employment

Reductions in working forces, less overtime and, in some cases, shorter work weeks for all employees, are reported this month. Not since mid-1949 have so many indicated employment as lower. With only 6% saying it is better, and 45% noting no change, we find 49% reporting

(Continued on page 64)



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Composite opinion of purchasing agents who comprise the N.A.P.A. Business Survey Committee, whose Chairman is Chester F. Ogden, Vice President, The Detroit Edison Company, Detroit, Michigan.

U. S. World Trade Produces Five Million Jobs

(Continued from page 17)

we know that the dollars will return to us because most countries would like to buy more from us than they do now —and they are presently buying about \$18 billion worth of goods alone annually.

How another nation's ability to earn dollars gets translated into business and jobs for Americans can best be seen by taking the concrete example of one country—and no country serves this purpose better than Venezuela.

The example of our South American neighbor is documented by a study recently conducted by an independent economic research organization for the Creole Petroleum Corporation, one of the world's largest oil producers. The study shows that the automobiles, refrigerators, tractors, phonographs and thousands of other products bought annually by Venezuelans come from no less than 1,500 different U.S. companies, operating in some 750 different U.S. communities in 45 out of the 48 states.

And as for jobs, it was estimated that in 1954 our trade with Venezuela

was providing jobs for 170,000 U.S. workers. That was three years ago. Since then the volume of trade between the two countries has continued to grow at such a rate that it is now estimated that 250,000 U.S. workers owe their employment to our trade with Venezuela.

The study goes into detail by listing the kinds of goods bought from the U.S. Last year, to be specific, Venezuela was a customer for more than \$190 million worth of U.S. machinery; \$116 million worth of U.S. made vehicles; \$93 million worth of American metals; and \$44 million worth of chemicals and related products.

But beyond the cold facts and figures disclosed by this and the U.S. Council's report lies a basic lesson in modern international economics: the more we buy from other countries, the better able other countries are to buy from us

from us.

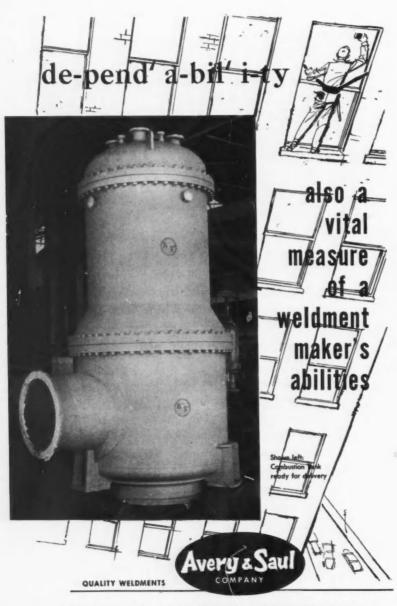
Here's how this basic principle has worked in the case of Venezuela—and how our trade with this single country came to be a matter of personal concern to a quarter of a million Americans:

About 20 years ago, Venezuela began a rapid expansion of her vast oil resources, helped along the way by U.S. and other foreign oil companies. Most of this oil was sold abroad, and the income re-invested within Venezuela in economic expansion and diversification programs, and in programs aimed at improving the standard of living of the Venezuelan people.

Both programs worked. And as a result, Venezuela was able to use—and, more important, could afford to pay cash for—more and more goods from abroad, principally from the United States. What this has meant to us in dollars can be seen in the statistics disclosed by the Creole study. Venezuelan exports to us have made possible her imports from us—imports which today total more than a billion dollars worth of American goods and services annually.

With a population of only six million people, Venezuela is the best customer in South America for U.S. goods and services. U.S. farmers and manufacturers sold to Venezuela \$108 worth of goods in 1956 for every man, woman and child in that country. On a per capita basis, that makes Venezuela our best customer in the world with the sole exception of Canada.

Take the example of Venezuela, multiply it by all the other countries with which America does business, and the lesson is clear: our prosperity and security—as a nation and as individuals—depend on the maintenance of healthy U.S. trade relations with the rest of the world.



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Pause for Reflection

By James C. Ingebretsen, President Spiritual Mobilization

• R. L. Duffus, a member of *The New York Times* editorial board, in a recent review of Robert H. Bremner's book, "From the Depths: The Discovery of Poverty in the United States," said:

"A moral might be drawn that our 'capitalistic' society, without ceasing to be such, has been impelled to recognize, in Mr. Bremner's words, 'the need for respect, kindness, cooperation and justice in relations between men.'"

This peculiar statement seems to imply that it is somewhat out of character for a capitalistic society to be respectful, kind, cooperative, and just. The truth, of course, is exactly the opposite. Capitalism itself is as just and impartial as the multiplication table. And a society based on justice and impartiality tends strongly to be respectful, kind, and cooperative.

The fact of the matter is that it is only when a capitalistic society ceases to be such—and becomes some kind of predatory or collectivistic society—that it ceases to recognize "the need for respect, kindness, cooperation and justice in relations between men."

E. Smythe Gambrell, of Atlanta, Ga., former president of the American Bar Association, reportedly said recently:

"In the expansion of Federal power at the expense of the states, our people have been too ready to wink at the use of a tax for purposes having no relation to the raising of revenues, at the use of Federal funds to purchase compliance with regulations that could not constitutionally be enacted as regulatory laws. In an easy tolerance for half-legality and a cynical indifference to the principles violated, we have jeopardized the authority of the whole constitutional structure and have turned our backs on the underlying premise of a government of laws and not of men."

In other words, we have, in less than 200 years, gone from a republic to demagoguery. And, incredible as it may seem, we are treading this path of our own free will in the name of "progress"!

M. C. Griffith, Executive Vice President of the New York City Board of Trade, recently wrote the editor of *The Wall Street Journal* regarding the "wharf warfare" on the New York waterfront:

"We in the New York Board of Trade, desiring as devoutly as anyone for better labor relations and a more moral climate, must be motivated by the sole objective of keeping propellers turning and the wheels of business in motion."

I think this attitude is disastrously wrong. As I see it, it is precisely this attitude of condoning evil in the hope that good may somehow result that has enabled the gangsters to get and keep control of the New York waterfront. As John Dos Passos, in "The Theme is Freedom," says, "If there is one thing that mankind should have learned from the agonies of the last four decades it is that it's never safe to do evil that good may come of it. The good gets lost and the evil lives on."

Reinhold Neibuhr, president, Union Theological Seminary, says that proponents of "right to work" laws are "either stupid or dishonest in their pretensions."

Writing in the Federalist, published by the A.F.L.—C.I.O., Neibuhr claims the real purpose of such laws is to weaken labor "under the guise of preserving or restoring the 'individual liberties' of our democratic society."

But I suspect (though it seems risky to dissent from the views of such an outspoken and self-assured ecclesiastical judge of other people) that the true purpose of most supporters of "right to work" laws is to try to do something about the real evils of the "unrestricted concentration of union power."

A dispatch from Rome, where the first congress of the International Economic Association was held recently, said that leading economists of the Western world are now inclined to doubt that "a little inflation is a good thing"—at least for industrially advanced countries.

This is encouraging. Now, if the economists can convince the politicians, we may be on our way to economic sanity—and economic morality.

As I see it, to say that "a little inflation is a good thing" is equivalent to saying that a little dishonesty is a good thing. To so manipulate things that a dollar is worth less today than it was yesterday—and less tomorrow than it was today—appears to me to be just as dishonest as was the ancient

custom that rulers used to engage in of actually cutting part of the gold out of a coin—while pretending that it still weighed the same as it did to start with.

To put it in plain terms, inflation is simply stealing—someone gets something that isn't rightfully his at the expense of others who are deprived of what is rightfully theirs. So I don't see how any inflation can be a good thing unless a little dishonesty—a little stealing—has come to be, in this topsyturvy age, a good thing.

Argentina's Provisional President Pedro Eugenio Aramburu warned his nation that it is on the brink of economic disaster—largely because too many Argentinians believe "that the supreme social achievement is wellpaid laziness."

Well, I'm afraid that an increasing number of people in the U. S. A. have the same idea. Moreover, political and labor union leaders encourage them in it.

Those who are so old-fashioned as to still believe in an honest day's work for an honest day's pay are widely regarded as suckers. And I wonder if such an attitude can keep growing without eventually bringing us also to the brink of economic disaster.

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Adding Machines Underwood Corporation Bridgeport	Aluminum Die Castings Mt Vernon Die Casting Corporation Stamford Stewart Die Casting Div. Stewart-Warner	Kilian Steel Ball Corp The Hartford Ploneer Steel Ball Company Inc (steel for bearings, burnishing, graining; also brass,
Adhesives Polymer Industries Inc Springdale Raybestos Division Raybestos-Manhattan Inc	Corp. Bridgeport	Superior Steel Ball Co Inc (steel bearings &
Bridgeport	Aluminum Extrusions Bridgeport Brass Company Bridgeport	burnishing material) New Britain Banbury Mixers
Advertising Mats ADS Inc Div CSW Plastic Types Inc Lockwood Sons Inc Wm H Hartford	Aluminum Forgings Bridgeport Brass Company Bridgeport Consolidated Industries Inc West Cheshire Scovill Manufacturing Company Waterbury 91	Farrel-Birmingham Company Inc Barrels Abbott Ball Co The (burnlshing and tumbling)
ADS Inc Div CSW Plastic Types Inc Hartford Lockwood Sons Inc Wm H	Lapides Metals Corp New Haven	Esbec Barrel Finishing Corp (burnishing & tumbling) Hartford-Steel Ball Co The (tumbling)
Advertising Specialties	Aluminum Sand Castings Bridgeport Deoxidized Bronze Corp Bridgeport	Hartford
H C Cook Co The 32 Beaver St Ansonia Halco Co New Haven	Aluminum-Sheet and Rod	Rolock Inc Fairfield
Bridgeport Brass Company Bridgeport	Scovill Manufacturing Company Waterbury Aluminum—Sheets & Colls	Bathroom Accessories Charles Parker Co The Meriden
Air Compressors Spencer Turbine Co The Hartford	United Smelting & Aluminum Co Inc New Haven	Batteries Electrical Div Olin Mathieson Chemical Corp (flashlight, radio, hearing aid and others)
Air-Conditioning Dunham-Bush Inc West Hartford	Ammunition Arms and Ammunition Div Olin Mathieson Chemical Corp New Haven	New Haven Bearing Testers
Air Ducts	Anodizing Aluminum Finishing Co. Bridgeport	Sperry Products Inc Danbury
Wiremold Co The (Retractable) Hartford	Aluminum Finishing Co. Comco Inc Div of Enthone Inc Leed Co The H A Bridgeport New Haven Hamden	Bearings Barden Corporation The (ball) Fafnir Bearing Co (ball) Danbury New Britain
Air Heaters—Direct Fired Peabody Engineering Corporation Stamford	Anodizing Equipment Comco Inc Div of Enthone Inc New Haven	Marlin-Rockwell Corporation Plainville New Departure Div of General Motors (ball)
Air Impellers The Torrington Manufacturing Co Torrington	Asbestos Auburn Manufacturing Company The (gas- kets, packings, wicks) Middletown	Norma-Hoffman Bearings Corp (ball and Stamford
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport	Tsingris Die Cutting Corp. (die cutting) Waterbury Asarcon Bronze	Bellows Assemblies Bridgeport Thermostat Div Robertshaw— Fulton Controls Co Milford
Alreraft Accessories Chandler Evans Div Pratt & Whitney Co Inc (Piston and Jet Engine Accessories—Carbu-	Derby Castings Company, The Seymour Knapp Foundry Company Inc (bushing & bearing stock) Guilford	Bellows-Metallic Bridgeport Thermostat Div Robertshaw- Fulton Controls Co Milford
retors, Fuel Controls, Atterburner Regula- tors, Pumps, Servomechanisms and Protek Plugs) West Hartford	Barnes Co The Wallace Div Associated Spring Corp Bristol	Bevin Brothers Mfg Co Gong Bell Co The East Hampton East Hampton
Fenn Mfg Co The (Hardened and Ground Gears assemblies) Gabb Special Products Inc (filler caps—pres-	Greist Manufacturing Co The Hew Haven Humason Míg Co The Horsestville J H Sessions & Son Bristol	N N Hill Brass Co The East Hampton Belt Fasteners
Gabb Special Products Inc (filler caps—pres- sure fuel servicing systems) Windsor Locks Hamilton Standard Div United Aircraft Corp (propellors and other aircraft equipment) Windsor Locks	Automatic Buffing & Polishing Machines Harper Buffing Machine Company The East Hampton	Saling Manufacturing Company (patented self- aligning) Beiting
Manning Maxwell & Moore Inc (aircraft pres- sure switches and jet engine afterburner	Auto Cable Housing Wiremold Company The Hartford	Hartford Belting Co Russell Mfg Co The Belts Hartford Middletown
***************************************	Automatic Control Instruments Bristol Co The (temperature, pressure, flow,	Russell Mfg Co The (airplane safety, air cargo, endless) Middletown
Gabb Special Products Inc Windsor Locks	humidity, time) Waterbury Automobile Accessories	Russell Mfg Co The (transmission and conveyor, woven stitched ganvas and rubber) Middletown
Aircraft Engines Lycoming Division Avco Manufacturing Corp Stratford	Kilbourn-Sauer Company (lights and other accessories) Fairfield	Bends—Pipe or Tube National Pipe Bending Co The 160 River St New Haven
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford	Metropolitan Body Company Bridgeport Automotive Parts	Bicycle Coaster Brakes
Aircraft Fasteners Bland Burner Co The Thread Products Div	Bridgeport Thermostat Div Robertshaw- Fulton Controls Co (automobile thermo-	New Departure Div General Motors Corp Bristol
Scovill Manufacturing Company (PANELOC Aircraft Fasteners) Waterbury	stats) Milford Eis Manufacturing Co (Hydraulic and Me- chanical) Middletown	Bicycle Sundries New Departure Div General Motors Corp Bristol
Gorn Electric Company Inc Stamford	Raybestos Division of Raybestos Manhattan Inc (Brake Lining, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscel-	Blacking Salts for Metals Enthone Inc New Haven Mitchell-Bradford Chemical Co Bridgeport
Aircraft—Repair & Overhaul Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford	Tsingris Die Cutting Corp. (die cutting)	Black Oxide Finishing Black Oxide Inc New Britain
Aircraft Studs & Bolts Britton Mfg Co Inc Hartford	Waterbury Automotive & Service Station Equipment Scovill Manufacturing Company (Canned Oil Dispensers) Waterbury 91	Black Oxide Treatment Bennett Metal Treating Co The 1045 New Britain Ave Elmwood
Aircraft Test Equipment United Manufacturing Co Division of The W L Maxson Corp Hamden	Dispensers) Waterbury 91 Automotive Tools Eis Manufacturing Company Middletown	Blades Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford
Alumilite Aluminum Sheets Leed Co The H A Hamden	Bags-Paper Continental Can Co Paper Container Div Kensington	Blocks Howard Company (cupola fire clay) New Haven
Aluminum Bronze Castings Knapp Foundry Company Inc Guilford	Bakelite Moldings Watertown Mfg Co The Watertown	Blower Fans Colonial Blower Company Spencer Turbine Co The Hartford (Advt.)

T'S MAD	E IN CON	NECTICUT
Blower Systems clonial Blower Company Plainville	Brass & Bronze Ingot Metal Mitchell Smelting & Refining Co Inc Plume & Atwood Mfg Co The Thomaston	Cabinets Charles Parker Co The (medicine) Meriden
Blower Wheels	Whipple and Choate Company The Bridgeport	Cabinet Work Hartford Builders Finish Co Hartford
orrington Manufacturing Company The Torrington	Brass, Bronze, Aluminum Castings Derby Castings Company. The Seymour Charles Parker Company The Meriden	Cable—Asbestos Insulated
Blueprints and Photostats seeph Merritt & Co Hartford	Victors Brass Foundry Inc Guilford	Rockbestos Products Corp New Haven Cable-Interlocked Armor
igelow Co The New Haven	American Brass Company The Waterbury	General Electric Company Bridgeport
eneral Electric Company (Residential oil and gas fired steam and hot water) Bridgeport	Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass	General Electric Company Bridgeport
Bolts and Nuts lark Brothers Bolt Co Milldale	Wares) Miltord Scovill Manufacturing Company (to order)	General Electric Company Bridgeport
Boring Tools trax Company The (solid carbide) Newington	Waterbury 91 Western Brass Mills Div Olin Mathieson Chem-	Cages
ird & Son Inc New Britain	ical Corp New Haven Brass Mill Products	Andrew B Hendryx Co The (bird and animal) New Haven
ontinental Can Co., Boxboard and Folding Carton Division Montville	American Brass Company The Waterbury Bridgeport Brass Co Bridgeport	American Cam Company Inc Hartford Special Machinery Co The Hartford
ederal Paper Board Co Inc Montville, New Haven & Versailles ydall & Foulds Paper Co The Manchester	Chase Brass & Copper Co Plume & Atwood Mfg Co The Scovill Manufacturing Company Waterbury 91	Rowbottom Machine Company Inc Waterbury
lew Haven Board and Carton Co The	Western Brass Mills Div Olin Mathieson Chemical Corp New Haven	Cams, 2 Dimensional Mallory Industries, Inc. West Hartford
New Haven	Breathing Equipment Cycle-Flo Company The Milford	Parker-Hartford Corporation Hartford Cams, 3 Dimensional
ird & Son Inc (corrugated, solid fibre, cleated containers) New Britain	Brick-Building Donnelly Brick Co The New Britain	Mallory Industries, Inc. West Hartford Parker-Hartford Corporation Hartford
onnecticut Container Corporation New Haven ontinental Can Co., Fibre Drum and Corrugated Box Division Portland	Bricks-Fire	Canvas Products
ferriam Mfg Co (steel cash, bond, security,	Howard Company Mullite Refractories Co The Shelton	Capacitors
Middletown Mfg Co (metal) Middletown Warner Bros Co The (Acetate, Paper, Acetate	Bright Wire Goods Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks)	Electro Motive Mfg Co Inc The (mica & trim mer) Willimantic
Setup) Bridgeport	New Haven	Carbide Drawing Dies State Products Co (eyelet special shape dies
Boxes and Crates ity Lumber Co of Bridgeport Inc The	Hartford Special Machinery Co The Hartford	Carbide Shape Dies
Boxes—Folding	Charles Parker Co	Thomaston Tool & Die Co (any form) Thomasto
eshine Carton Co Branford Boxes—Metal	Knapp Foundry Company Inc (rough or ma- chined) Guilford	Atrax Company The (solid) Newingto
Ierriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes) Durham	Bridgeport Deoxidized Bronze Corp Bridgeport	Precision Tool & Die Co Waterbur Carbon Pile Type Resistors
covill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, bair	Brooms—Brushes Fuller Brush Co The Hartford	Engineered Metals Mancheste Card Clothing
pin, ointment, pill, powder, rouge, vanity) Waterbury	Buckles B Schwanda & Sons Staffordville	Standard Card Clothing Co The (for textil mills) Stafford Spring
Boxes—Paper—Folding Atlantic Carton Corp Norwich	G E Prentice Mfg Co The Hawie Mfg Co The Bridgeport	Card Indexes Wassell Organization Inc Westpor
Bridgeport Paper Box Co Bridgeport Carpenter-Hayes Paper Box Co Inc	North & Judd Manufacturing Co New Britain Patent Button Co The Waterbury	Carpenter's Tools
Continental Can Co., Boxboard and Folding Carton Division Montville	Risdon Manufacturing Co John M Russell Div Naugatuck	Sargent & Company (Planes, Squares, Plum Bobs, Bench Screws, Clamps and Saw Vices New Have
Curtis & Sons Inc S Sandy Hook	Apothecaries Hall Company Division	Carpet
Folding Cartons Incorporated (paper, folding) Versailles H J Mills Inc Bristol	The Hubbard Hall Chemical Company Waterbury Lea Mfg Co Waterbury	B F Goodrich Sponge Products Division Shelto Carpet Cushion
National Folding Box Co Div Federal Paper Board Co Inc (paper folding)	Building Materials	B F Goodrich Sponge Products Division Shelto
New Haven and Versailles New Haven Board and Carton Co The New Haven	City Lumber Co of Bridgeport Inc Bridgeport	Carpets and Rugs Bigelow-Sanford Carpet Co Thompsonvil
Robertson Paper Box Co Montville Warner Bros Co The Bridgeport	Plume & Atwood Mig Co The (kerosene oil	Casters Bassick Company The (Industrial and Genera
Boxes—Paper—Setup Bridgeport Paper Box Co Bridgeport	lighting) Thomaston Burners—Automatic	Bridgepo Casters—Industrial
Heminway Corporation The Waterbury	Peabody Engineering Corporation Stamford Burners—Coal and O:1	George P Clark Co Windsor Local
Strouse Adler Company The New Haven Warner Bros Co The Bridgeport	Peabody Engineering Corporation (Combined) Stamford	Connecticut Foundry Co (grey iron)
Braid-Elastic & Non-elastic Essex Mills Inc Essex	Burners—Gas Peabody Engineering Corporation (Blast Fur-	Connecticut Malleable Castings Co (malleab
Brake Cables Eis Manufacturing Co Middletown	nace) Stamford	Charles Parker Company The (brass, bronz
Brake Linings Raybestos Division of Raybestos-Manhattan	Burners—Gas and Oll Peabody Engineering Corporation (Combined) Stamford	Ductile Iron Foundry Inc Stratfo Eastern Malleable Iron Company The (mal
Inc (Automotive and Industrial) Bridgeport Russell Mig Co The (all types) Middletown	Burners-Refinery	Farrel-Birmingham Company Inc (Meehani
Brake Service Parts Eis Manufacturing Co Middletown	Peabody Engineering Corporation (For Gas and Oil) Stamford	Nodular, Iron, Steel) H R Engineering Laboratories Inc (contributed trifugal steel mold) East Haddi
Brass & Bronze American Brass Co The (sheet, wire, rods,	Abbott Ball Co The (Burnishing Barrells and	Hartford Electric Steel Corp The (stainle
tubes) Waterbury Bridgeport Rolling Mills Company (coil, sheet,	Burnishing Media) Pioneer Steel Ball Company Inc (balls, cones, other metallic shapes) Hartford (balls, cones, Unionville)	Plainville Casting Company (gray, alloy a high tensile irons) Plainvi
strip) Bridgeport Bridgeport Brass Company (sheet, rod, wire and	Burs	Malleable Iron Fittings Co (malleable iron a steel) Branfo
tubing) Bristol Brass Corp The (sheet, wire, rods)	Atrax Company The (carbide) Newington Pratt & Whitney Co Inc West Hartford	McLagon Foundry Co (grey iron) New Hav Newton-New Haven Co (zinc and aluminum 688 Third Ave West Hav
Chase Brass & Copper Co Waterbury Miller Company The (phosphor bronze and brass	Busways Distribution Assemblies Department General	Nutmeg Crucible Steel Co (steel) Branfo
in sheets, strips, rolls) Meriden Plume & Atwood Mfg Co The (sheet, wire,	Electric Co Plainville	Scovill Manufacturing Company (Brass
rod) Scovill Manufacturing Company Waterbury 91	B Schwanda & Sons Staffordville	semi steel and alloy) Torring
Seymour Mfg Co The (strip, sheet & wire) Seymour	Frank Parizek Manufacturing Co The Putnam Patent Button Co The Waterbury	Onion Mig Co (grey iron & semi steel) New Brit:
Tinsheet Metals Co The (sheets and rolls) Waters Press Mills Division of Olin Industries	Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91 Waterbury Companies Inc (Uniform and Fancy	Waterbury Foundry Company The (highway sash weights) Waterbu Wilcox Crittenden & Co Inc (gray iron a
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven	Dress) Waterbury Companies Inc (Uniform and Fancy	brass) Middleton (Adv

Castings—Investment Arwood Precision Casting Corp Groton	Coll Winding Machines Boesch Mfg Co Inc Danbury	Copper Castings Knapp Foundry Company Inc Guilford
Mullite Refractory Co The Shelton	Colls—Electric Bittermann Electric Company Canaan	Copper Sand Castings Bridgeport Deoxidized Bronze Corp
Centerless Grinding Winsted Centerless Co Winsted	Colls—Pipe or Tube National Pipe Bending Co The 160 River St New Haven	Bridgeport Copper Sheets
Ready Tool Co The (anti friction, carbide	Whitlock Manufacturing Co The Hartford	American Brass Company The New Haven Copper Co The Seymour
tipped, high speed) Bridgeport Chain Risdon Manufacturing Co John M Russel Div	Cold Molded Electrical Insulation Meriden Molded Plastics Meriden	Copper Shingles New Haven Copper Co The Seymour
Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable) Torrington	A F Holden Company The 52 Richard St West Haven	Copperware Bridgeport Brass Company (cooking utensils) Bridgeport
Chain—Bead Auto-Swage Products Inc Bead Chain Mfg Co The Shelton Bridgeport	Commercial Truck Bodies Metropolitan Body Company Bridgeport Compacts	Copper Water Tube American Brass Company The Bridgeport Brass Co Bridgeport
Chain—Power Transmission and Conveying Whitney Chain Company Hartford	Scovill Manufacturing Company (powder and Waterbury	Cord Russell Mfg Co The (marine & aero shock)
The Hitchcock Chair Company Riverton	Comparators Pratt & Whitney Co Inc (Electro-limit and Air- O-Limit) West Hartford	Middletown Cords—Asbestos Insulated
Chemical Analysis State Testing Laboratory Bridgeport	Compressors	General Blectric Company Bridgeport
Carwin Company The North Haven	Norwalk Company Inc (high pressure air and South Norwalk	General Electric Company Bridgeport
Chemicals Apothecaries Hall Company Division The Hubbard Hall Chemical Company Waterbury	Newton Co The (electronic) Reflectone Corporation The Computers Manchester Stamford	Cords—Heater Essex Mills Inc General Electric Company Bridgeport
Carwin Company The North Haven Macalaster Bicknell Company MacDermid Incorporated Waterbury	Plastricrete Corp Hamden	General Electric Company Bridgeport
Naugatuck Chemical Division United States Rubber Co New England Lime Company Canaan	Condenser and Heat Exchanger Tubes Bridgeport Brass Company Bridgeport Scovill Manufacturing Company Waterbury	Cord Sets—Electric General Electric Company Seeger-Williams Inc Bridgeport Bridgeport
United States Chemical Corp (maintenance and powdered hand soap, floor waxes, cleaners, disinfectants, fuel additives)	Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic	Sonoco Products Co (Climax-Lowell Div) Mystic
Chemicals—Agriculture Naugatuck Chemical Division United States	Gorn Electric Co Inc (precision miniature electrical and printed circuit) Stamford	Correspondence Files Wassell Organization Inc Westport
Rubber Co (insecticides, fungicides, weed killers) Naugatuck	Consulting Engineers McNeal J D (Electrical and Electronic) New Haven	Corrugated Box Manufacturers Connecticut Container Corporation New Haven
Foursome Manufacturing Co Chromium Plating Bristol	Standish Associates Ine Fairfield Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford	Corrugated Containers Inc Hartford Corugated Shipping Cases
Chromium Corp of America Chromium Process Company The City Plating Works Inc Chucks Chucks	Pratt & Whitney Co Inc West Hartford	Connecticut Container Corporation New Haven Continental Can Co., Fibre Drum and Corrugated Box Division Portland D L & D Container Corp 87 Shelton Ave
Cushman Chuck Co The Jacobs Manufacturing Co The Union Manufacturing Company New Britain	Contract Machining Laurel Mfg Co Inc (Precision Production Small Parts) Malleable Iron Fittings Company Charles Parker Co Meriden	New Haven Cosmetic Containers Eyelet Specialty Co The Waterbury Plume & Atwood Mfg Co The (metal)
Jacobs Manufacturing Co The West Hartford Chucks & Face Plate Jaws	Contract Manufacturers Fenn Mfg Co The (Precision Machine Work)	Scovill Manufacturing Company Thomaston Waterbury
Cushman Chuck Co The Hartford Union Mfg Co New Britain	Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven	J B Williams Co The Glastonbury
Chucks—Power Operated Cushman Chuck Co The Hartford Union Manufacturing Company New Britain	Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham Charles Parker Co (sheet metal fabricators)	Bland Burner Co The Hartford
Circuit Breakers Circuit Protective Devices Dept., General Electric Co. Plainville	Plume & Atwood Mfg Co The (metal parts and assemblies) Scovill Manufacturing Company (metal parts	Veeder-Root Inc Hartford Couplings
Corley Co Inc The Plainville	and assemblies) J H Sessions & Son Bristol	Scovill Manufacturing Company (hose and tube) Waterbury
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven Cleaning Compounds	Bristol Company The Waterbury Manning Maxwell & Moore Inc Stratford	Farrel-Birmingham Company Inc (Stone and Ore) Ansonia
Enthone Inc (Industrial) New Haven Cleansing Compounds	Controls—Remote Panish Controls (Remote Controls for Marine & Aeronautic Applications) Bridgeport	Cups—Paper Continental Can Co Paper Container Div
MacDermid Incorporated Waterbury Clock Mechanisms Lux Clock Mfg Co The Waterbury	Sperry Products Inc Danbury	B F Goodrich Sponge Products Division Shelton
E Ingraham Co The Bristol Seth Thomas Clocks Thomaston	Electric Specialty Co Stamford	Gilman Brothers Co The Gilman Cutters
United States Time Corporation The Waterbury Clocks—Alarm	Conveyor Systems Hayes-Te Equipment Corp Connecticut Conveyor Division (Conn-Veyor) Unionville	Atrax Company The (solid carbide) Newington Barnes Tool Company The (pipe cutters, hand) New Haven
Lux Clock Mfg Co The Waterbury Clocks—Automatic Cooking Lux Clock Mfg Co The	Leeds Conveyor Mfg Co The Production Equipment Co East Haven Meriden	Mitrametric Co The (ground pinion) Torrington Pratt & Whitney Co Inc (Milling Cutters all
Lux Clock Mfg Co The Waterbury Clutches Snow-Nabstedt Gear Corp The New Haven	American Brass Corp The (sheet, wire, rods, tubes) Waterbury	types) West Hartford Cutting & Creasing Rule
Clutch Facings Raybestos Division of Raybestos-Manhattan	Bridgeport Brass Company (sheet, rod, wire and tubing) Bridgeport Bristol Brass Corp The (steel) Bristol	Bartholomew Co H J Bristol Decalcomanias
Inc (Molded, Woven, Semi-metallic and Full-metallic) Russell Mfg Co The (all types) Middletown	Thinsheet Metals Co The (sheets and rolls)	Sirocco Screenprints New Haven Deep Hole Drilling & Reaming
Coatings Bischoff Chemical Corporation (Peelable Plastic Coatings) Ivoryton	Waterbury Western Brass Mills Div Olin Mathleson Chemical Corp New Haven	Hamden Deep Hole Drilling Co Wilson Arms Co The Hamden Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Deep Drawings Stauley Pressed Metal New Britain	Drafting Accessories Joseph Merritt & Co Hartford	Electric Wiring Devices Arrow-Hart & Hegeman Electric Co The Hartford
Delayed Action Mechanism M H Rhodes Inc Hartford W Cramer Company Inc The Centerbrook	Corley Co Inc The Plainville	Electrical Conduit Fittings & Grounding
Demineralizers	Drill Presses Townsend Mfg Co The H P Elmwood	Gillette-Vibber Company The New London
Crystal Research Laboratories Hartford	Drilling Machines	Electrical Control Apparatus Pak-A-Trol Corp. Milford
Design Designers for Business and Industry (appearance-product) New Haven	Howe & Fant Inc (Turret Type) East Norwalk	Plainville Electrical Products Co The Plainville
Design & Drafting Service Smith & Winchester Mfg Co The	Pratt & Whitney Co Inc (Deep Hole) West Hartford	A C Gilbert Co New Haven
South Windham	Drilling and Tapping Machinery Hartford Special Machinery Co The Hartford	Electrical Motors
Saybrook Manufacturing Inc Old Saybrook	Orop Forgings Atwater Mfg Co Plantsville	Electric Specialty Co U S Electrical Motors Inc Stamford Milford
Diamonds—Industrial Diamond Tool and Die Works Hartford	Billings & Spencer Co The Hartford Consolidated Industries West Cheshire Wilcox Crittenden & Co Inc Middletown	Bristol Co The Waterbury
Dictating Machines Dictaphone Corporation Bridgeport Hartford	Druggists' Rubber Sundries	Electrical Relays and Controls Allied Control Co Plantsville
ray Manufacturing Company The Hartford oundScriber Corporation The New Haven	Seamless Rubber Company The New Haven	Electrical Switchboards Plainville Electrical Products Co The
Die Cast Dies C & F Tool & Die Corp Bridgeport	Duplicating Machines—Automatic Pratt & Whitney Co Inc West Hartford	Pneumatic Applications Co Plainville Simsbury
Die Castings	Duplicator Tables Regent Machine Co Bridgeport	McNeal J D New Haven
Die Casting Dies	Elastic Narrow Fabric Essex Mills Inc Essex	Electrical Wiring Systems Wiremold Co The Hartford
ABA Tool & Die Co Eastern Machine Screw Corp The Truman & New Haven	Electric Cables	Electronic Parts Terryville Manufacturing Co (Stampings to cus-
Parker-Hartford Corporation Weimann Bros Mfg Co The Derby	General Electric Company (for residential, com- mercial and industrial applications) Bridgeport	tomer specifications) Terryville
Die Heads-Self Opening	Rockbestos Products Corp (asbestos insulated) New Haven	Gray Manufacturing Company The Hartford McNeal J D New Haven
Geometric Tool Division, Greenfield Tap & Die Corp New Haven	Electric-Commutators & Segments Cameron Elec Mfg Co The (rewinding motors) Ansonia	Middletown Mfg Co (metal cabinets, chassis panels, brackets, cases) Middletown Newton Co The Manchester
Die Polishing Machinery Hartford Special Machinery Co The Hartford	Electric Cord Springs	Ripley Co Sturrup Larabee & Warmers Inc Middletown
Pratt & Whitney Co Inc (Precision)	Bristol Spring Manufacturing Co Plainville Electric Cords	City Plating Works Inc Bridgeport
Producto Machine Company The Bridgeport Union Mfg Co (precision, steel and semi-steel) New Britain	General Electric Company Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	National Sherardizing & Machine Co Waterbury Plating Company Hartford Waterbury Electroplating—Equipment & Supplies Apothecaries Hall Company Division
Pratt & Whitney Co Inc West Hartford	Ripley Company Inc Middletown Electric Fixture Wire	Apothecaries Hall Company Division The Hubbard Hall Chemical Company Waterbury Comco Inc Div of Enthone Inc New Haven
Allstate Steel Rule Die Mfrs. (steel rule, cut- ting & blanking) Waterbury	Rockbestos Products Corp (asbestos insulated) New Haven	Lea Manufacturing Co The Waterbury MacDermid Incorporated Waterbury
Hoggson & Pettis Mfg Co The 141 Brewery St New Haven Mitrametric Co The (ground for gears)	Electric Hand Irons Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted	Electroplating Processes & Supplies Enthone Inc New Haven
Parker-Hartford Corporation (plastics and die castings) Hartford Pratt & Whitney Co Inc (Monocone and Ducone	Electric Heating Elements Hartford Element Co Hartford	ADS Inc Div CSW Plastic Types Inc Hartford Barnum-Hayward Electrotype Co Inc
Dies & Die Cutting	Electric Ignition Harnesses General Electric Company Bridgeport	Lockwood Sons Inc Wm H Hartford New Haven Electrotype Div Electrographic Corp New Haver
Allstate Steel Rule Die Mfrs. (cutting, creasing, perforating, steel rule) Waterbury Douglas Co Geo M New Haven	Case Brothers Inc Manchester	Elevators Eastern Elevator Co (passenger and freight)
Tsingris Die Cutting Corp. (customers' material or printed matter) Waterbury	Stevens Paper Mills Inc The Windsor Tsingris Die Cutting Corp. (die cutting)	General Elevator Service Co New Haver Hartford
Display Containers National Folding Box Co Div Federal Paper Board Co Inc (folding paperboard)	Waterbury Electric Lighting Fixtures Fan-Craft Mfg Co (residential, church, post	Enameling Waterbury Plating Company Waterbury
New Haven and Versailles	lanterns) Plainville Plume & Atwood Mfg Co The Thomaston	Enamels & Lacquers
Displays—Design & Production Ad-Craft Displays, Inc. Stifel & Kufta New Britain	Wasley Products Inc Plainville Electric Motor Controls	Dobbs Chemical Co The (industrial finishe to customers' specifications) New Haven
Displays—Metal Durham Mfg Co The (Designing & Mfg to cus-	Arrow-Hart & Hegeman Electric Co The Hartford	End Milling Cutters Pratt & Whitney Co Inc West Hartford
tomers' specifications) Durham	Berger Sign Co Hartford	End Mills Atrax Company The (solid carbide) Newington
Merriam Mfg Co (Contract Work to Individual	Electric Switches	Engraving-Plastic and Nonferrous Metals Salisbury Products Inc Lakevill
Specifications) Durham Parsons Co Inc W A (custom designed)	Arrow-Hart & Hegeman Electric Co. The	Salisbury Products Inc Lakevill
Specifications) Parsons Co Inc W A (custom designed) Distribution Centers Distribution Assemblies Department, General	Arrow-Hart & Hegeman Electric Co The Hartford	Envelopes
Specifications) Durham Parsons Co Inc W A (custom designed) Distribution Centers Distribution Centers Assemblies Department, General Plainville	Arrow-Hart & Hegeman Electric Co The Hartford Electric Time Controls Cramer Controls Corporation The	Envelopes Curtis 1000 Inc United States Envelope Company
Specifications) Durham Parsons Co Inc W A (custom designed) Distribution Centers Distribution Assemblies Department, General	Arrow-Hart & Hegeman Electric Co The Hartford Electric Time Controls Cramer Controls Corporation The Centerbrook	Curtis 1000 Inc United States Envelope Company Hartford Division Envelopes—Stock and Special
Specifications) Parsons Co Inc W A (custom designed) Distribution Centers Distribution Assemblies Department, General Plainville Door Closers Sargent & Company Yale & Towne Mfg Co The Bilco Co The (metal, residential and commercial)	Arrow-Hart & Hegeman Electric Co The Hartford Electric Time Controls Cramer Controls Corporation The Centerbrook Electric Underfloor Duct System General Electric Company Bridgeport	Curtis 1000 Inc United States Envelope Company Hartford Division Envelopes—Stock and Special Continental Can Co Paper Container Div Kensingto
Specifications) Parsons Co Inc W A (custom designed) Distribution Centers Distribution Assemblies Department, General Electric Co Door Closers Sargent & Company Yale & Towne Mfg Co The Doors Doors	Arrow-Hart & Hegeman Electric Co The Hartford Electric Time Controls Cramer Controls Corporation The Centerbrook Electric Underfloor Duct System	Curtis 1000 Inc United States Envelope Company Hartford Division Envelopes—Stock and Special Continental Can Co Paper Container Div

Extruders and Accessories
Standard Machinery Co The (for the Wire and Cable Mfrs)
Mystic Eyelets
American Brass Company The Wa
Mark Eyelet & Stamping Co (smallstampings) Waterbury nall-metal Mark Eyelet & Stamping Co (small—metal value)
Platt Bros & Co The P O Box 1030 Waterbury Plume & Atwood Mfg Co The Scovill Manufacturing Company Stevens Co Inc
Eyelets. Ferrules and Wiring Terminals
American Brass Company The Waterbury Companies Inc
Eyelets. Ferrules and Wiring Terminals
Waterbury Companies Inc
Eyelet Machine Research Eyelet Machine Products
American Brass Company The
Ball & Socket Mfg Co The
Cold Forming Mfg Co The
Plume & Atwood Mfg Co The
Stevens Co Inc
Waterbury Companies Inc Waterbury West Cheshire Waterbury Thomaston Waterbury **Fabricators** covill Manufacturing Company brass, bronze, copper, steel) (aluminum, Waterbury Fabrics
Russell Mfg Co The (Teflon for high temperature bearings, bakelite impregnated and aero ski surfaces) Middletown ski surtaces;
Fan Blades
Torrington Manufacturing Company The
Torrington Fancy Dress Buttons and Buckles Waterbury Companies Inc Wat Waterbury Fans-Electric
General Electric Company General Electric Company

Fasteners—Aircraft
Scovill Manufacturing Company
(PANELOC Waterbury Fasteners-Laundry Proof (GRIPPER Waterbury Scovill Manufacturing Company snap fasteners) snap fasteners)
Fasteners—Slide & Snap
G E Prentice Mfg Co The
Scovill Manufacturing Company (GRIPPER
zippers and GRIPPER snap fasteners)
Waterbury Auburn Manufacturing Company The (mechanical, cut parts)

Drycor Felt Company (paper makers and installations)

Staffordville Felt-All Purpose
American Felt Co (Mill & Cutting Plant)

dustrial)
Tsingris Die Cutting Corp. (die cutting)
Waterbury

Chas W House & Sons Inc (Mills & Cutting Plant)

Chas W House & Sons Inc (Mills & Cutting Unionville Plant)
Tsingris Die Cutting Corp. (die cutting)
Waterbury

Fenders—Boat

B F Goodrich Sponge Products Division Shelton Fiber-glass Fabrication
Davis Co The E J
Tsingris Die Cutting Corp. (mat. sales, die cutting)
Waterbury Fibre Board New Britain

Bird & Son Inc
Case Brothers Inc
Colonial Board Company
C H Horton Co The
Stevens Paper Mills Inc The North Westchester Windsor Stevens Paper Mills the File Cards
Standard Card Clothing Co The Stafford Springs

Filing Equipment
Wassell Organization Inc
Films Westport Cine-Video Productions Inc Milford Filters—Liquid
Alsop Engineering Corporation

Finger Nail Clippers
o The 32 Beaver St Ansonia H C Cook Co The 32 Beaver St Ansonia
Firearms
Colt's Patent Fire Arms Mfg Co Inc Hartford
Junior Screw Machine Products Inc.

West Haven New Haven New Haven n Mathieson Marlin Firearms Co The O F Mosberg & Sons Inc Arms and Ammunition Div Olin Chemical Corp New Haven Fire Alarm Systems

Fire-Lite Alarms Inc Fire Hose Fabrics Fire Hose (municipal and industrial)

Fireplace Goods
American Windshield & Specialty Co The
881 Boston Post Road
John P Smith Co The (screens) 423-33 Chapel
St Fireworks

M Backes' Sons Inc Wallingford Fishing Tackle
H C Cook The 32 Beaver St

Fiashlights
Bridgeport Metal Goods Mfg Co
Electrical Div Olin Mathieson Chemical Corp
New Haven

Flat Springs Bristol Spring Manufacturing Gemco Manufacturing Co Inc Southington Pratt & Whitney Co Inc We West Hartford

Float Switches
Gorn Electric Co Inc (for aircraft and commercial use)
Stamford

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain

Fluorescent L'ght'ng Equipment
Fullerton Manufacturing Corp Norwalk
Vanderman Manufacturing Co The Williamntic
Wiremold Company The

Foam Rubber
Armstrong Rubber Company The
West Haven B F Goodrich Sponge Products Division Shelton

B F Goodrich Sponge Frounds

Forgings

Atwater Manufacturing Company
Billings & Spencer Company
Carewell Manufacturing Company
Clark Brothers Bolt Co
Consolidated Industries Inc
Heppenstall Co (all kinds and shapes)
Bridgeport
Non-ferrous)

Scovill Manufacturing Company (Non-ferrous) Waterbury 91

Foundries
Connecticut Malleable Castings
Connecticut Malleable Castings
Connecticut Malleable Castings
New Haven
Seymour
Seymour
Connecticut Malleable Castings Connecucut Malleable Castings Course iron castings)
Derby Castings Company, The Ductile Iron Foundry Inc Farrel-Birmingham Company Inc Steel)
Hartford Fleetin Sand Course Stratford (Iron and Ansonia Hartford Steel)
Hartford Electric Steel Corn The Hartford
Charles Parker Company The (brass, bronze,
Meriden Charles Farker Company aluminum)

Meriden
Plainville Casting Company (gray, alloy and high tensile irons)

Producto Machine Company The Bridgeport
Smith & Winchester Mfg Co
South Windham
South Windham

Producto Machine Comman,
Smith & Winchester Mfg Co The
South Windham
Turner & Seymour Mfg Co The (gray, iron,
semi steel and alloy)
Union Mfg Co (gray iron & semi steel)
New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)
Middletown

Fountain Pens and Mechanical Pencils Waterman Pen Company Inc Seym John P Smith Co The

423-33 Chanel St New Haven Peck Spring Co Plainville

Frames—Hack Saw
Thompson & Son Co The Henry G
New Haven

Fuel Oil Pump and Heater Sets Peabody Engineering Corporation S Stamford

Gage Blocks
Pratt & Whitney Co Inc (Alloy steel and Carbide, Hoke and USA)
West Hartford Galvanizing

Malleable Iron Fittings Co Wilcox Crittenden & Co Inc Gaskets

Auburn Manufacturing Company The (from all materials) Middletown Raybestos Division of Raybestos-Manhattan Inc Raybestos Division of Raybestos Maning Bridgeport
Tsingrls Die Cutting Corp (from all materials)
Waterbury

Gaskets-Insulation American Felt Co
Tsingris Die Cutting Corp. (thermal, acoustical, die cutting)

Waterbury

Gas Range Conversion Burner
Holyoke Heater Corp of Conn Inc Hartford
Gas Scrubbers, Coolers and Absorbers
Peabody Engineering Corporation Stamford
Gauges
Bristol Co The (pressure and vacuum-recording automatic control)

Waterbury

Helicoid Gage Division American Chain & Cable
Co The (pressure and vacuum)

Bridgepor Manning Maxwell & Moore Inc Stratford
Pratt & Whitney Co Inc (Precision Measurement all types) West Hartford

Gears
Mitrametric Co The (blanked fine pitch) Torrington

Gears and Gear Cutting Farrel-Birmingham Company Inc Fenn Mfg Co The Hartford Special Machinery Co The United Gear & Machine Co Glass Blowing Macalaster Bicknell Company New Haven

Glass Cutters Fletcher-Terry Co The Forestville

Gold & Silver Plating
Donham Craft Inc (on metals & plastics) Thomaston

Goif Equipment
Horton Mfg Co The (clubs, shafts, balls, bags)
Bristol

A D Steinbach & Sons Inc New Haven

Grinding
Cylindrical)
Hartford Special Machinery
Horberg Grinding; Industries
custom grinding; centerless, cylindrical, surfaces, Internal and special)
19 Staples St Bridgeport

Grinding Heads—Internal Whitney Co Inc (Pneumatic, High West Hartford Pratt & Whitney Speed)

Grinding Machines
Farrel-Birmingham Company Inc (Roll)

Farrel-Birmingham Company Inc (Roll)
Ansonia
Pratt & Whitney Co Inc (Surface. Die, Gear
and Cutter Grinders) West Hartford
Rowbottom Machine Company Inc (cam)
Waterbury

Grommets American Brass Company The Plume & Atwood Mfg Co The Waterbury

Ground Rubber Rolls
Old Saybrook Saybrook Manufacturing Inc

Guards for Machinery
Wheeler Co The G E
New Haven

Hack and Band Saw Blades Capewell Manufacturing Co The Hartford

Hair Hygiene Preparations
Parker Herbex Corporation Stamford

Hammers—Carpenters and Machinists Capewell Manufacturing Company Ham

Hand Tools

Billings and Spencer Company (wrenches sockets and shop tools)
Bridgeport Hdwe Mfg. Corp The (nail pullers, scout axes, box opening tools, towels. coping saws, putty knives)
Bridgeport

Hardness Testers ilson Mechanical Instrument Div Chain & Cable Company Inc American

Hardware
Bassick Company The (Automotive)
City Lumber Co of Bridgeport Inc Bridgeport Bridgeport

Gordon Associates
Harlock Products Corp
Sargent & Company
Wilcox Crittenden & Co Inc
and industrial)
Yale & Towne Mfg Co The

Stamford

Hardware-Marine & Bus Rostand Mfg Co The Milford

Hardware—Trailer Cabinet Excelsion Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware
New Britain Corp J H Sessions & Son Yale & Towne Mfg Co The Bristol Stamford

Hat Machinery Danbury

Health Surgical & Orthopedic Supports Berger Brothers Company The for back, breast and abdomen) (custom made New Haven

Heat Elements Electroflex Heat Inc
Safeway Heat Elements Inc (woven sistance type)

M Hartford n wire re-Middletown

Heat Exchangers Whitlock Manufacturing Co The Hartford

Heat Treating
Bennett Metal Treating Co The
1045 New Britain Ave Elmwood
Commercial Metal Treating Co
New Britain-Gridley Machine Division
The New Britain Machine Co
New Britain
New Haven Heat Treating Co., Inc. New Haven
Skene Co Inc The William A (metals)
Bridgeport Heat Treating Treating Co The

Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford

T'S MADE IN CONNECTICUT

I S M A D	E IN CON	NECTICUI
Heat-Treating Equipment	Insulated Wire & Cable General Electric Company (for residential com-	Lathes-Vert'cal Turret Bullard Company The (single spindle)
Corp Bristol Hartford	mercial and industrial applications) Bridgeport	Bridgerort Lead Plating
tolock Inc (Retorts, Muffles, etc.) Fairfield tanley P Rockwell Co Inc The (commercial) 296 Homestead Ave Hartford	Kerite Company The Seymour	Christie Plating Co The Groton
Heat Treating Fixtures	Davis Electric Company Wallingford	Norwich Leather Co Norwich Herman Roser & Sons Inc (Genuine Pigskin)
tolock Inc (Trays, Baskets, etc.) Viretex Mfg Co Inc Bridgeport	Bristol Company The Waterbury	Glastonhury
	J-B-T Instruments Inc (Electrical and Temperature) Manning Maxwell & Moore Inc Stratford	Andrew B Hendryx Co The New Haven The Smith-Worthington Saddlery Co Hartford
Heat Treating Salts and Compounds Mitchell-Bradford Chemical Co Bridgeport	Pratt & Whitney Co Inc (Precision Measuring) West Hartford	Leather Goods Trimmings G E Prentice Mfg Co The Kensington
Heaters-Electric General Electric Company Bridgeport	Integrators Reflectone Corporation The Stamford	Leather, Mechanical Auburn Manufacturing Company The (pack-
Heating and Cooling Colls S & O Manufacturing Co New Haven	Lux Clock Manufacturing Company Waterbury Rhodes Inc M H Hartford	ings, cubs, washers, etc) Middletown Letterheads Lehman Brothers Inc (designers, engravers,
Heating Elements Hartford Element Co Hartford	Case Brothers Inc Manchester	lithographers) New Haven Levels—Machinist's Precision
Heavy Chemicals	J H Sessions & Son Bristol	Bullard Company The Bridgeport
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic	Jig Borer	Light Assemblies Saybrook Manufacturing Inc Old Saybrook
acids and aniline oil) Heavy Machinery	Moore Special Tool Co (Moore) Bridgeport Pratt & Whitney Co Inc West Hartford	L'ghting Accessories—Flourescent General Electric Company Bridgeport
Smith & Winchester Mfg Co The South Windham	Jigs, Fixtures & Gages Federal Machine & Tool Co Bristol	Lighting Equipment Fullerton Manufacturing Corp Norwall Miller Co The (Miller, Duplexalite, Ivanhoe)
Hex-Socket Screws Bristol Company The Waterbury	Jig Grinder Moore Special Tool Co (Moore) Bridgeport	Merider Lines—Braided
Holo-Krome Screw Corp The West Hartford	Keller Machines Pratt & Whitney Co Inc West Hartford	Essex Mills Inc Essex Lime New England Lime Company Canaar
High Frequency Alternators Electric Specialty Co Stamford	Key Blanks	Lipstick Cases
Highway Guard Rail Hardware Malleable Iron Fittings Co Branford	Sargent & Company Yale & Towne Mfg Co The Stamford	Scovill Manufacturing Company Waterbury Lipstick Containers Bridgeport Metal Goods Mfg Co Bridgeport Metal Goods Mfg Co
Hinges Homer D Bronson Company Beacon Falls	Labels J & J Cash Inc (Woven) Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck	Plume & Atwood Manufacturing Co Waterbur
Hobs and Hobbings ABA Tool & Die Co Manchester	Label Moisteners	O'Toole & Sons Inc T Stamfor
Parker-Hartford Corporation Hartford Pratt & Whitney Co Inc (Die and Thread mill- ing) West Hartford	Better Packages Inc Shelton	Lithographing Kellogg & Bulkeley A Division of Connecticu Printers Inc Hartfor
Hoists and Trolleys	Laboratory Equipment Eastern Industries Inc New Haven	Lehman Brothers Inc New Have A D Steinbach & Sons New Have
Union Mfg Company New Britain Hose Fittings	Laboratory Supplies Macalaster Bicknell Company New Haven	Locks—Banks Yale & Towne Mfg Co The Stamfor
Scovill Manufacturing Company Waterbury	Laces American Fabrics Company The Bridgeport	Locks—Builders Sargent & Company New Have
Hose-Flexible Metallic American Brass Co	Wilcox Lace Corporation Middletown	Yale & Towne Mfg Co The Stamfor
American Metal Hose Branch Waterbury Hose Supporter Trimmings	Wilcox Lace Corporation The Middletown	Excelsior Hardware Co The Stamfor Yale & Towne Mfg Co The Stamfor
Hawle Mfg Co The (So-Lo Grip Tahs) Bridgeport	Lacquers & Synthetic Enamels Chemical Coatings Corporation Rocky Hill I-Sis Chemicals Inc Stamford	Yale & Towne Mfg Co The Stamfor
Hydraulic Brake Fluids Eis Manufacturing Co Middletown	A W Flint Co Ladders 196 Chapel St New Haven	Locks—Suitcase and Trimmings Excelsior Hardware Co The Stamfor
Roehr Products Company Waterbury	Laminated Metal	Locks-Trunk Excelsior Hardware Co The Stamfor Yale & Towne Mfg Co The Stamfor
Ice Buckets B F Goodrich Sponge Products Division Shelton	Lamps	Locks—Zipper
Impregnating American Metaseal Inc (metal, wood, etc.)	Plume & Atwood Mfg Co The (metal oil) Waterbury	Excelsior Hardware Co The Stamfo Loom—Non-Metallic
Hamden	Lampholders—Incandescent and Flourescent General Electric Company Bridgeport	Wiremold Company The Hartfo Lubricants—High Pressure
Mirror Polishing & Buffing Co Waterbury	Lamp Shades Verplex Company The Essex	Alpha Molykote Corp The Stamfo
Industrial Displays Sansone Co S Frederick (Designers Builders	Lanterns-Battery Operated	Lubricants—Extreme Temperatures Alpha Molykote Corp The Stamfo
and Counselors) Short Beach Industrial Finishes	Electrical Div Olin Mathieson Chemical Corp New Haven	Lubricating System—Mist Thompson & Son Co The Henry G New Hav
Chemical Coatings Corporation Rocky Hill Inhalators	Bullard Co The (automatic tracer on multiple tool) Bridgeport	Lumber & Millwork Products City Lumber Co of Bridgeport Inc Bridgep
Cycle-Flo Company The Milford	Lathes-Man-Au-Trol Bullard Company The (single spindle-auto-	Machetes Collins Company The Collinsvi
Waterman Pen Company Inc Seymour	matic) Bridgeport Lathes—Mult-Au-Matic Bullard Company The (vertical multi-spindle-	Machine Design Black Rock Mfg Company The Bridgep
American Cyanamid Company Waterbury	indexing type) Bridgeport	Standish Associates Inc Fairfi Machine Shop Fabrication
Wassell Organization Inc Westport	Lathes-Toolroom and Automatic Pratt & Whitney Co Inc West Hartford	Smith & Winchester Mfg Co The South Windh

Machine Tool Designers New Britain R & S Company

Machine Tools Bullard Company The
Farrel-Birmingham Company Inc
Pratt & Whitney Co Inc
Producto Machine Company The
Bridgeport
Bridgeport
Bridgeport

Machine Tools
Victor Machine Tool Rebuilders Inc
fitting & aligning) (scraping, Bridgeport

Machine Work Banthin Engineering Co Black Rock Mfg Company The Farrel-Birmingham Company Inc Fenn Manufacturing Company The Bridgeport Bridgeport Ansonia (precision parts)
Hartford Special Machinery Co The (contract
Hartford work only)

Joma Tool Co (small assemblies & parts)

Wolcott

National Sheradizing & Machine Co (job) ob) Hartford Hartford Hartford Parker-Hartford Corporation
Swan Tool & Machine Co The
Torrington Manufacturing Co The (special rolling mill machinery)
Torrington

Fenn Manufacturing Company The (special)
Hallden Machine Company The (mill)
Thomaston Torrington Manufacturing Co The (mill)
Torrington

Machinery—Automatic
Banthin Engineering Company (new and reBridgeport

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The
Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The
Waterbury

Machinery Dealers & Rebuilders New Haven Botwinik Brothers
J L Lucas and Son
State Machinery Co Inc Fairfield New Haven

Machinery-Extruding Standard Machinery Co The Mystic

Machinery—Metal-Working
Machinery—Metal-Working
Newington
Co The Fenn Mfg Co The
Waterbury Farrel Foundry & Machine Co The
Waterbury
West Hartford

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The
(forming and tapping) Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The
Waterbury

Machinery-Wire Drawing
Fenn Mfg Co The
Waterbury Farrel Foundry & Machine Co The
Waterbury

Machinery-Wire Straightening
Mettler Machine Tool Inc New Haven

Machinery-Wire Straightening and Cutting Mettler Machine Tool, Inc. New Maver

Mettler Machine Augustian Machines

Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Coulter & McKenzle Machine Co The (special, new development engineering design and construction)

Bridgeport Waterbury

Machines Automatic
Globe Tapping Machine Co
A H Nilson Mach Co The (Special)
Standish Associates Inc
Bridgeport
Fairfield

Machines—Automatic Chucking
Bullard Company The Bridgeport
New Britain-Gridley Machine Division
The New Britain Machine Co (multiple
spindle and double end) New Britain
Pratt & Whitney Co Inc (Potter & Johnson)
West Hartford

Machines—Brushing
Fuller Brush Co The Hartford

Machines-Contin-U-Matic
Bullard Company The (verticle multi-spindle-continuous turning)
Bridgepo Bridgeport

Machines—Draw Benches
Fenn Manufacturing Company The Newington

Machines—Forming
A H Nilson Mach Co The (four-slide wire and Bridgeport ribbon stock)

Machines-Paper Ruling John McAdams & Sons Inc Norwalk

Machines-Precision Boring
ew Britain-Gridley Machine Division
The New Britain Machine Co New Britain

Machines-Rolling Fenn Manufacturing Company The Newington

Machines—Slotting
Waterbury Farrel Foundry & Machine Co The
(screw head) Waterbury

Machines-Spacing Table
Bullard Company The Bridgeport

Machines—Special Fenn Mfg Co The Fuller Brush Co The Newington Hartford

Machines—Swaging
Fenn Manufacturing Company The Newington

Machines-Thread Rolling
Hartford Special Machinery Co The
Hartford Special Machinery Co The
Peterson Division, Mettler Machine Tool, Inc.
New Haven Waterbury Farrel Foundry & Machine Co The Waterbury

Machines—Turks Head Fenn Manufacturing Company The Newington

Machines-Wire Drawing
The Newington Fenn Manufacturing Company

Machining-Horizontal Boring
Tucker Machine Co
North Haven

Manganese Bronze Ingot Whipple and Choate Company Bridgeport

Manicure Instruments Derby W E Bassett Company The

Kilborn-Sauer Company (running lights and Fairfield

Marine Equipment
Wilcox-Crittenden Div North & Judd Mfg Co
Middletown

Marine Reserve Gears Snow-Nabstedt Gear Corp The

Marking Devices
Hoggson & Pettis Mfg Co The
Parker-Hartford Corporation (steel) New Haven Hartford

Marking Tools
Parker-Hartford Corporation Hartford

Materials Handling
Hayes-Te Equipment Corp Con
veyor Division (Conn-Veyor)
Parsons Co Inc W A (tote pans) Connecticut Con-Unionville

Mats-Newspaper ADS Inc Div CSW Plastic Types Lockwood Sons Inc Wm H Types Inc Hartford

Mattresses Waterbury Mattress Co Waterbury

Metal Boxes
Parsons Co Inc W A (tool kits) Durham

Metal Boxes and Displays Metal Boxes and Displays
Durham Mfg Co The (Designing & Mfg to
customera' specifications)
Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombilt
containers and displays)
Middletown Mfg Co
Charles Parker Co (sheet metal fabricators)
Merriden
Merriden

Metal Cleaners
Apothecaries Hall Company Division
The Hubbard Hall Chemical Company
Waterbury New Have Enthone Inc MacDermid Incorporated Waterbury

Metal Finishes New Haven Bridgeport Enthone Inc Mitchell-Bradford Chemical Co

Metal Finishing Hartford Industrial Finishing Co National Sheradizing & Machine Co Waterbury Plating Company Hartford Hartford Waterbury

Metal Formings Master Engineering Company Stanley Pressed Metal West Cheshire New Britain

Metal Mouldings Leed Co The H A

Metal Novelties H C Cook Co The 32 Beaver St Ansonia

Metal Plating—Gold & Silver Donham Craft Inc T

Donham Craft Inc

Metal Products—Stampings
American Brass Company The
Plume & Atwood Manufacturing Co
Thomaston
Bristol J H Sessions & Son Scovill Manufacturing Company der) (Made-to-Or-Waterbury 91 New Britain

Metal Specialties Excelsion Hardware Co The Stamford

Stanley Pressed Metal

Moseley Metal Crafts Inc West Hartford

Metal Stampings

American Brass Company The
Better Formed Metals Inc
DooVal Tool & Mfg Inc The
Excelsior Hardware Co The
Greist Mfg Co The 503 Blake St New Haven
H C Cook Co The
Joma Tool Co
Mohawk Mfg Co (threaded)
J A Otterbein Company The
tions)
J H Sessions & Son

The Stampings
Waterbury
Naugatuck
Stamford
Waterbury
Naugatuck
Stamford
Waterbury
Naugatuck
Stamford
Waterbury
Middletom
Middletom
Bristol
Waterbury
Waterbury
Waterbury
Waterbury
Waterbury
Waterbury
Kensington J A Otterbein Company The (rtions)
J H Sessions & Son
Patent Button Co The
G E Prentice Mfg Co The
Plume & Atwood Mfg Co The
Saling Manufacturing Company
Stanley Pressed Metal
Swan Tool & Machine Co The
Terryville Manufacturing Co
Verplex Company The (Contract)
Waterbury Lock & Specialty Co T Thomaston Unionville New Britain Hartford Terryville Essex Milford

Meters-Gas Sprague Meter Company Bridgeport

Rhodes Inc M H Hartford

Microfilming
American Microfilming Service Co.
New Haven

Micro-Projectors
Kalart Co Inc The Plainville

John P Smith Co The 42 423-33 Chapel St New Haven

Mill Machinery Torrington Manufacturing Company The Torrington

Milling Machines
Pratt & Whitney Co Inc (Keller Tracer—
Controlled Milling Machines) West Hartford
Rowbottom Machine Company Inc (cam)
Waterbury

Scovill Manufacturing Company (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube) Waterbury

Wilcox-Crittenden Div North & Judd Mfg Co Middletown

Millwork Hartford Builders Finish Co Hartford Miniature Precision Connectors
Stamford

Gorn Electric Co

Minute Minders
Lux Clock Mfg Co The Waterbury Mirror Rosettes and Hangers

Waterbury Companies Inc Waterbury

Mixers-Liquid Alsop Engineering Corporation Milldale

Mixing Equipment Eastern Industries Inc Gabb Special Products Inc New Haven Windsor Locks

Model Work

B & N Tool & Engineering Co (instruments and timing devices) Oakville

Fuller Brush Co The Mops Hartford

IT'S MADE IN CONNECTICUT

Motion Picture Equipment Alart Co Inc The (16mm Sound and Silent Projectors, Film Splicers & Rewinders) Plainville	Ovens—Electric Bauer & Company Inc Hartford Package Sealers	Phosphor Bronze American Brass Company The Waterbury Bridgeport Brass Company Bridgeport Miller Company The (sheets, strips, rolls)
Motor Control Centers Distribution Assemblies Department, General Electric Co Plainville	Better Packages Inc Shelton Packaging & Packing	Seymour Mfg Co The Seymour Waterbury Rolling Mills Inc (sheets, strips,
Motor-Generator Sets	Mercer & Stewart Co The Hartford Packing	waterbury Western Brass Mills Div Olin Mathieson Chemical Corp (sheets, strip) New Haven
lectric Specialty Co Stamford Motor Overload Protectors	Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown Raybestos Division of Raybestos-Manhattan Inc	Phosphor Bronze Ingots Whipple and Choate Company The Bridgeport
Motors—Electric Timing Controls Corporation The Centerbrook	(Asbestos and Rubber Sheet) Tsingris Die Cutting Corp. (from all materials) Waterbury	Dowd Wyllie & Olson Inc Wilcox Photo Engraving Co Inc New Hartford New Haven
Motors—Synchronous Framer Controls Corporation The	Sargent & Company New Haven	Photoflash Batteries Electrical Div Olin Mathieson Chemical Corp
Centerbrook Stamford	Waterbury Lock & Specialty Co The Milford Yale & Towne Mfg Co Inc Stamford	Photographic Equipment
Moulded Plastic Products Utterfield Inc T F Naugatuck Vatent Button Co The Waterbury	Pads—Office The Baker Goodyear Company Branford	Electrical Div Olin Mathieson Chemical Corp New Haven Kalart Company Inc Plainville
Vaterbury Companies Inc Vatertown Mfg Co The 117 Echo Lake Road Watertown	Paging Loudspeaker Systems Thomsen's Audio Co Stamford	Piano Repairs Pratt Read & Co Inc (keys and action) Ivoryton
Mouldings [immel Brothers Co The (architectural, metal	Paints Tredennick Paint Manufacturing Co The Meriden	Pratt Read & Co (keys and actions, backs, plates) Ivoryton
Moulds BA Tool & Die Co Manchester	Paints and Enamels Staminate Corp The New Haven	CEM Company ("Spirol") Danielson
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven	Panelboards—Lighting and Distribution Distribution Assemblies Department, General	Verplex Company The Essex Pipe
Name Plates Seton Name Plate Co (metal & plastic name plates and identification tags) New Haven	Electric Co Plainville Panelyte	American Brass Co The (brass and copper) Waterbury Bridgeport Brass Co (brass and copper)
Napper Clothing	Leed Co The H A Hamden	Chase Brass & Copper Co (red brass and copper)
Standard Card Clothing Co The (for textile stafford Springs Nettings	Moore Special Tool Co (crush wheel dresser) Bridgeport	Waterbury Howard Co (cement well and chimney) New Haven
Vilcox Lace Corp The Middletown Newspaper Mats	Paperboard Continental Can Co., Boxboard and	Pipe Fitters Hand Tools Capewell Manufacturing Company Hartford
ockwood Sons Inc Wm H Hartford Nickel Anodes	Folding Carton Division Montville Federal Paper Board Co Inc Montville, New Haven & Versailles	Corley Co Inc Malleable Iron Fittings Co Plainville Branford
Apothecaries Hall Company Division The Hubbard Hall Chemical Company Waterbury	Robertson Paper Box Co Montville New Haven Pulp and Board Co The New Haven	Holo-Krome Screw Corporation The (counter- sunk) West Hartford
Nickel Silver American Brass Company The Bridgeport Brass Company Bridgeport	American Rondo Corporation (specialty partitions) Hamden	Pipe Plugs—Socketed Holo-Krome Screw Corp The West Hartford Plstols & Revolvers
Plume & Atwood Mfg Co The Seymour Mfg Co The Seymour Waterbury Rolling Mills Inc (sheets, strips, rolls)	Paper Boxes Atlantic Carton Corp (folding) Norwich National Folding Box Co Div Federal Paper	Colt's Patent Fire Arms Mfg Co Inc Hartford
Waterbury Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip) New Haven	Board Co Inc (folding) New Haven & Versaille New Haven Board and Carton Co The	Bischoff Chemical Corporation (Peelable Plastic Coatings) Plastic Bottles
Nickel Silver Ingot Whipple and Choate Company The Bridgeport	Mills Inc H J Robertson Paper Box Co (folding) New Haven Bristol Montville	Plax Corporation Bloomfield Plastic Buttons Frank Parlzek Manufacturing Co The
Night Latches Sargent & Company Vale & Towne Mfg Co Inc New Haven Stamford	Paper Boxes—Folding and Setup Bridgeport Paper Box Company Bridgeport M Backers' Sons Inc Wallingford	Patent Button Co The West Willington Waterbury
Non-ferrous Metal Castings	M Backers' Sons Inc Wallingford Paper Clips	Salisbury Products Inc Lakeville Plastic Extruders
Miller Company The Meriden Charles Parker Co Meriden	H C Cook Co The (steel) 32 Beaver St Ansonia	Jessall Plastics, Inc. Kensington
Nuts, Bolts and Washers Clark Brothers Bolt Co Milldale	Paper Mill Machinery Farrel-Birmingham Company Inc Ansonia	Jessall Plastics Inc Kensington Plastic Fabrication
Office Equipment Pitney-Bowes Inc Underwood Corporation Bridgeport & Hartford Wassell Organization Inc Westport	Sonoco Products Co (Climax-Lowell) Div Mystic	Humphrey Fabricating Corporation Unionvill Salisbury Products Inc Lakevill Plastic Film & Sheet Materials
Offset Printing Kellogg & Bulkeley A Division of Connecticut	Essex Mills Inc Essex	Gilman Brothers Co The Gilman Bloomfiel Plax Corporation Bloomfiel Plastic Lining Equipment
Printers Inc Hartford Oil Burners	Sonoco Products Co (Climax-Lowell) Div Mystic	Comco Inc Div of Enthone Inc New Have
Miller Company The (domestic) Meriden Peabody Engineering Corp (Mechanical and/or Steam Atomizer) Stamford Silent Clay Oil Propose Corp The	Rhodes Inc M H Hartford	Plastic Molding Corporation Plastic Molding Butterfield Inc T F Naugatuc
Silent Glow Oil Burner Corp The Hartford	Parts Scovill Manufacturing Company (ammunition,	U S Plastic Molding Corporation Wallingfor
Oil Tanks Norwalk Tank Co The (550 to 30M gals, underwriters above and under grou-d) South Norwalk	electric instrument, electrical appliance, fountain pen, instrument, lighting fixture, ordance, etc.—blanked, stamped, formed, drawn, re-drawn, forged, screw machined,	Conn Plastics Waterbur Waterbury Companies Inc Waterbur Watertown Mfg Co The Watertow
Whitlock Manufacturing Co The Hartford	headed, pointed, finished) Waterbury	Plastic Pipe and Fittings Comco Inc Div of Enthone Inc New Have
Anderson Oil Co Inc F E Portland	Pattern-Makers Farrel-Birmingham Company Inc Ansonia	Plastic Printing Plates ADS Inc Div CSW Plastic Types Inc Hartfor
Open Knife Switches and Accessories Circuit Protective Devices Dept., General Elec- tric Co. Plainville	Pattern Shop Smith & Winchester Mfg Co The South Windham	Lockwood Sons Inc Wm H Hartfor Plastic Wire Coating Materials
Optical Cores & Ingots Plume & Atwood Mfg Co The Thomaston	Penlights Bridgeport Metal Goods Mfg Co Bridgeport	Electronic Rubber Co Stamfor Plastics B F Goodrich Sponge Products Division Shelto
Otis Woven Awning Stripes The Falls Company Norwich	Pet Furnishings Andrew B Hendrix Co The New Haven	Naugatuck Chemical Division United State Rubber Co Naugatuck Rubber Co Naugatuc (Advt.

PM 41- PK 41-	
Plastics Machinery Black Rock Mfg Company The Farrel-Birmingham Company Inc	Bridgeport Ansonia
Plastics Plated—Gold & Si Donham Craft Inc	Ilver Thomaston
Plastics-Moulds & Die	5
Plastics—Moulds & Die Crown Tool & Die Co Inc Parker-Hartford Corporation (for	Bridgeport plastics) Hartford
Plasticrete Bloc Plasticrete Corp	Hamden
Platers	NT TT
Acme Chromium Plating Co	New Haven Groton
Acme Chromium Plating Co Christle Plating Co City Plating Works	Bridgeport
ratent button Co The	Waterhury
Water Plating Company Chromium Process Company The Plating only)	Waterbury (Chromium Shelton
Platers' Equipment	
Apothecaries Hall Company Comco Inc Div of Enthone Inc Lea Manufacturing Co The	Waterbury
Comco Inc Div of Enthone Inc	New Haven Waterbury
MacDermid Incorporated	Waterbury
Plume & Atwood Mfg Co The	Thomaston
Christia Plating Co The (including	lead plating)
Christie Plating Co The (including	Groton
City Plating Works Inc	Bridgeport
Superior Plating Co Tec-Plate Inc Wi	Bridgeport indsor Locks
Plating on Metals & Plas Donham Craft Inc	Thomaston
Plating Processes and Sur Enthone Inc	New Haven
Plumbers' Brass Good	8
Bridgenort Bress Co	Bridgeport
McGuire Mfg Co The (special bends)	Waterbury
Keeney Mfg Co The (special bends) McGuire Mfg. Co. Scovill Manufacturing Company	Waterbury 48
Plumbing Specialties Risdon Manufacturing Co John M	Russell Div Naugatuck
Pole Line Hardware Malleable Iron Fittings Co	Branford
Police Equipment The Smith-Worthington Saddlery C	o Hartford
Mirror Polishing & Buffing Co	Waterbury
Poly Choke Company The (a sho	tgun choking
device) Postage Meters Pitney Bowes Inc	Tarriffville Stamford
Potentiometers—Electro Bristol Company The	Waterbury
	Old Saybrook
Precision Machine Tool Sp Whitnon Manufacturing Co (for m ing, boring & drilling)	Farmington
Precision Manufacturin Newton Co The (aircraft parts)	Manchester
Precision Revolving Mach Whitnon Manufacturing Co	Farmington
Precision Sheet Metal Fabr Milford Fabricating Co	
Rowley Spring Co Inc The	Forms Bristol
Pre-Cut Cottages Federal Homes Corporation	Canaan
Pre-Engineered Home Federal Homes Corporation	Canaan
Waterbury Companies Inc	Waterbury
Preservatives-Wood, Rope.	Fabric
Preservatives—Wood, Rope, Darworth Incorporated ("Cuprinol ("Cellu-san")	") Simsbury

Pressboard

Press Papers

Presses
Farrel-Birmingham Company Inc (Hydraulic)

Manchester

Case & Risley Press Paper Co

Case Brothers Inc

Oneco

Presses-Power

Pneumatic Applications Co The (modernization of presses through conversion to Wichita Air Clutch operation)

Waterbury Farrel Foundry & Machine Co The Waterbury Norwalk Tank Co. Inc The (unfired to ASME Code Par U 69-70) South Norwalk Whitlock Manufacturing Co The Hartford Allied Printing Services Inc
Bussmann Press Inc
Case Lockwood & Brainard A
necticut Printers Inc
Finlay Brothers
Heminway Corporation The
Hildreth Press
Lehman Brothers Inc
Lehman Brothers Inc
Taylor & Greenough Co The
T B Simonds Inc
A D Steinbach & Sons
The Walker-Rackliff Company

Manchester
New Haven
Hartford
New Haven
New Haven
New Haven Printing Printing Machinery
Banthin Engineering Co (automatic)
Thomas W Hall Company

Bridgeport
Stamford Printing Plates
ADS Inc Div CSW Plastic Types Inc
Lockwood Sons Inc Wm H
Hartford Printing Rollers
-k Company Inc The (engraved)
Norwich Chambers-Storck Company Inc Printing-Silk Screen Ad-Craft Displays, Inc. Bloomfield Production Control Equipment
Ripley Company Inc Middletown
Wassell Organization Inc Westport Profilers Pratt & Whitney Co Inc West Hartford Kalart Co Inc The (16mm Sound and Silent Projectors) Propellers—Aircraft
Hamilton Standard Div United Aircraft Corp
(propellers and other aircraft equipment)
Windsor Locks Protective Coatings
Bischoff Chemical Corporation (Peelable Plastic Coatings)
Harrison Company The A S (Waxes)
South Norwalk O'Toole & Sons Inc The -Small Industrial Eastern Industries Inc 141 Brewery St Putty Softeners—Electrical
Fletcher Terry Co The Box 415 l

Sumo Pumps Inc (Deep-well electro-submer-sible) Co The Stamford New Haven Punches
Hoggson & Pettis Mfg Co The (ticket & ket & cloth) New Haven Box 415 Forestville Pyrometers
Bristol Co The (recording and controlling)
Waterbury Radiation—Finned Copper
Bush Manufacturing Co West Hartford
G & O Manufacturing Company The
New Haven Vulcan Radiator Co The (steel and copper) Radiators—Engine Cooling
G & O Manufacturing Co New Haven Radiographic Inspection
State Testing Laboratory Bridgeport Ratchet Offset Screw Driver Chapman Co J W Durham Rayon Staple Fiber Hartford Rayon Corp The Rocky Hill Reamers
Atrax Company The (solid carbide) Newington
Pratt & Whitney Co Inc (All types)
West Hartford

Record Equipment
Wassell Organization Inc (filing equipment)
Westport Recorders Bristol Co The (automatic controllers, tempera-ture, pressure, flow, humidity) Waterbury Reduction Gears Farrel-Birmingham Company Inc Snow-Nabstedt Gear Corp The Ansonia New Haven Refractories Howard Company New Haven

Mullite Refractories Company The Refrigeration Dunham-Bush Inc West Hartford

Regulators Norwalk Valve Company (for gas and air)
South Norwalk Research & Development
Raymond Engineering Laboratories
(Electro-Mechanical) Middletown

(Electro-Mechanical)

Resistance Wire

C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)

Southport
Stamford

Respirators
American Optical Company Safety Products
Putnam Resuscitators Cycle-Flo Company The Milford

Retainers Hartford Steel Ball Co The (bicycle & auto-motive) Hartford

Rigid Plastic Sheet Material Gilman Brothers Company The Gilman Gilman Brounes County Machines
Grant Mfg & Machine Co The
Ripley Company Inc
H P Townsend Manufacturing Co
Elmwood

Clark Brothers Bolt Co Milldale
Plume & Atwood Mfg Co The Thomaston
Raybestos Div of Raybestos-Manhattan Inc The
ébrass and aluminum tubular and solid copper)
Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The
(iron)

(iron)

Rods

American Brass Company The (copper, brass, Waterbury Bridgeport American Waterbury Bridgeport
Bridgeport Brass Company Bridgeport
Bristol Brass Corp The (brass and bronze)
Bristol

Scovill Manufacturing Company (aluminum, brase bronze, etc.)

Diffsion
(aluminum, Waterbury brass, bronze, etc.)

Rollers—Bituminous Paving
Gabb Special Products Div E Horton & Son
Company Windsor Locks

Roller Skate Wheels
Raybestos Division of Raybestos-Manhattan Inc
Bridgeport

Roller Skates

Arms and Ammunition Div Olin Mathieson
Chemical Corp New Haven

Rolling Mills & Equipment Rolling Mills & Equipment
Farrel-Birmingham Company Inc Newington
Fenn Mfg Co The
Precision Methods & Machines Inc
Waterbury

Waterbury

Tableburg Co The Waterbury Farrel Foundry & Machine Co The Waterbury

Rolls
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)

Rotary Files Atrax Company The (carbide) Newington Routers
Atrax Company The (solid earbide) Newington

Rubber-Cellular B F Goodrich Sponge Products Division Shelton H

W

H

Rubber Chemicals
Chemical Division United States Naugatuck

Rubber Co Stamford Rubber Supply Co The Vulcanized Vegetable Oils) Naugatuck ("Factice" Stamford Rubber Cutting Machinery
Black Rock Mfg Company The Bridgeport

Rubberized Fabrics Duro-Gloss Rubber Co The New Haven

Rubber Footwear Goodyear Rubber Co The Middletown

Rubber Gloves Seamless Rubber Company The New Haven

Rubber—Handmade Specialties Seamless Rubber Company The New New Haven

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States
Rubber Co (coating, impregnating and adhesive compounds)
Naugatuck
(Advt.)

Pubber-Latey Foam B F Goodrich Sponge Products Division Shelton Rubber Mill Machinery Farrel-Birmingham Company Inc Angonia Airex Rubber Prod Corp
Canfield Co The H O
Seamless Rubber Company The Portland Bridgeport New Haven Rubber Products
Airex Rubber Prod Corp Portland Rubber Printing Plates
ADS Inc Div CSW Plastic Types Inc
Lockwood Sons Inc Wm H
Hartford Rubber Products-Mechanical Rubber Products—Mechanical
American Felt Co
Auburn Manufacturing Company The (washers,
gaskets, molded parts)
Canfield Co The H O
Seamless Rubber Company The
Tsingris Die Cutting Corp
(de cutting,
Wasterbury (die cutting, Waterbury singris gaskets) Rubber—Reclaimed augatuck Chemical Division Rubber Co United States Naugatuck Rubbers Naugatuck Chemical Div (special synthetic) Rubber Co Naugatuck US John P Smith Co The 423-33 Chapel St Rust Preventives
Anderson Oil Co Inc F E
Enthone Inc New Haven Portland New Haven **Rust Removers** New Haven Enthone Inc Saddlery
The Smith-Worthington Saddlery Co Hartford Safety Clothing
American Optical Company Safety Putnam Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury Safety Gloves and Mittens American Optical Company Safety Division Products Putnam Safety Goggles
American Optical Company Safety Products Putnan Safety Switches
Circuit Protective Devices Dept., General Elec-Saws, Band, Metal Cutting Capewell Manufacturing Co The Hartford Saw Blades—Hack Capewell Mfg Co The Thompson & Son Co The Henry G Hartford New Haven Saw Blades-Hack & Band Capewell Manufacturing Company Saw-Hole Thompson & Son Co The Henry G New Haven Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven
Thompson & Son Co The Henry G New Haven Saws-Hole Capewell Manufacturing Co The Hartford Scissors Acme Shear Company The Bridgeport Screen Process Printing
Stifel & Kufta (complete) New Britain Screens Hartford Wire Works Co The (Windows, Doors and Porches)

Hartford and Porches)
Screw Caps
Weimann Bros Mfg Co The (small for bottles)
Derby Screw Machines H P Townsend Mfg Company The Screw Machine Products

Accurate Screw Products Inc (B & S Swiss & Southington Apex Tool Co Inc The Auto Electric Screw Machine Co Inc Bridgeport Auto Electric Screw Machine Co Inc Cheshire Consolidated Industries
Eastern Machine Screw Corp The
Truman & Barclay Sts
Fairchild Screw Products Inc
Franklin Screw Machine Co The (up to 1½"
Capacity)
Garthwalt Mfg Co A E (up to and incl ½")
Waterbury Greist Mfg Co The (up to 1½" capacity)

Horberg Grinding Industries Inc (heat treated and ground type only)

19 Staples Street Bridgeport

Bridgeport

Screw Machine Products (Cont.) Humason Mfg Co The Forestville Independent Screw Machine Products (up to an incl 11/2" capacity)

Junior Screw Machine Products Inc Junior Screw Machine Products Inc
West Haven
West Haven
Wethersfield
Main Screw Machine Products
Materbury
National Automatic Products

Waterbury
National Froducts

Waterbury
Berlin Nelson's Screw Machine Products Plantaville
New Britain Machine Company The
New Haven Screw Machine Prods Inc
(up to 1½" capacity)
Newton Screw Machine Products Co
Plainwille
Plainwille Newton Screw Machine Products Co
Plainville
Olson Brothers Company (up to 34" capacity)
Plainville Olson & Sons R P
Plainville
Southington
Plume & Atwood Mfg Co The
Scovill Manufacturing Company
United Screw Machine Co
Waterbury Machine Tools & Thomaston
(Brown & Sharpe and Davenport) Waterbury
Waterbury Screw Machine Tools American Cam Company Inc (Circular Form American Cam Company
Tools)

Hartford
Pratt & Whitney Co Inc (Reamers, Taps, Dies,
Blades and Knurls)

West Hartford
Somma Tool Co (precision circular form tools)

Waterbury American Screw Company Allantic Screw Works (wood)
Bristol Company The (socket set and socket cap Waterbury Milldale screws)

Clark Brothers Bolt Co
Clark Brothers Bolt Co
Mildale
Holo-Krome Screw Corporation
and socket cap)
Scovill Marquíacturing Company
Superior Manufacturing Co The
Waterbury 91
Waterbury
Waterbury 91
Waterbury 91
Waterbury 91
Waterbury 91 Screws-Socket Allen Manufacturing Company The Hartford Bristol Co The Waterbury Holo-Krome Screw Corp The West Hartford Sealing Tape Machines Better Packages Inc Shelton Better Packages Inc

Service Entrance Equipment
Circuit Protective Devices Dept., General Electric Co.

Sewing Machines

Greist Mfg Co The (Sewing Machine attachments)

Singer Manufacturing Company The (industrial)

Bridgeport Sharpeners
Gorn Electric Co Inc (electric knife scissors) Stamford Shaving Soaps
J B Williams Co The Glastonbury Shears
Acme Shear Co The (household) Bridgeport Acme Shear Co And Sheet Metal Products
American Brass Co The (brass and copper)
Waterbury American Brass Co The (Utasse Waterbury
Merriam Mfg Co (security boxes, fitted tool
boxes, tackle boxes, displays) Durham
Charles Parker Co (sheet metal fabricators)
Meriden
Durham
Themaston Parsons Co Inc W A (fabricators)
Plume & Atwood Mfg Co The
United Manufacturing Co Division of The
W L Maxson Corp Sheet Metal Stampings

American Brass Company The
American Buckle Co The
Dov'al Tool & Mig Inc The
J H Sessions & Son
Patent Button Co The
Plume & Atwood Mig Co The
Scovill Manufacturing Company
brass, bronze, copper, nickel silver, steel and
other metals and alloys)

Waterbury Sheet Steel Dolan Steel Company Inc Bridgeport Victors Brass Foundry Inc Guilford Shell Molding Victors Brass Foundry Inc Guilford Scoville Manufacturing Company (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw) Waterbury Wolcott Tool and Manufacturing Company Inc Shipment Sealers Better Packages Inc Shelton Showcase Lighting Equipment Wiremold Company The Hartford H C Cook Co The (for card files)
32 Beaver St Ansonia

Signs
Berger Sign Co (neon electric-porcelain enamelstainless steel) Hartford
Ad-Craft Displays, Inc. (all types, quantity
Bloomfield Silk Screen Process Printing
Ad-Craft Displays, Inc.

Bloomfield
Norton Co R H

New Haven New Haven Silk Screen Printing
New Haven Sirocco Screen prints Silk Screening on Metal
Ad-Craft Displays, Inc. Bloomfield
Merriam Mfg Co (Displays and Specialties, to
order) order)

Silver & Gold Plating

Donham Craft Inc (on metals & plastics)

Thomaston Simulators Reflectone Corporation The Stamford Sintered Metal Products
Raybestos Division of Raybestos-Manhattan Sizing and Finishing Compounds American Cyanamid Company Waterbury Silde Fasteners
G E Prentice Mfg Co The
North & Judd Manufacturing Co
Scovill Manufacturing Company Kensington New Britain (GRIPPER Waterbury Smoke Stacks Bigelow Company The (steel) Norwalk Tank Co The New Haven South Norwalk Snap Fasteners Manufacturing Company Scovill (GRIPPER snap fasteners) Soap Soap

J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)

Waterbury

Glastonbury Special Machinery Banthin Engineering Company (complete and/or parts)

Bridgeport
Boesch Mfg Co Inc

Danbury Banthin Engineering Company (complete parts) for the Black Rock Mfg Company The Black Rock Mfg Company Inc Federal Machine & Tool Co Fenn Mfg Co The Hartford Special Machinery Co The Hartford Special Machinery Co The Hartford Special Machinery Co The National Sheradizing & Machine Co & stock shells for rubber industry) Standish Associates Inc Swan Tool & Machine Co The Tucker Machine Co Bridgeport Ansonia Bristol Newington Hartford Elmwood (mandrels Hartford Fairfield Hartford North Haver Special Parts Fenn Mig Co The Newington
Greist Mig Co The (small machines, especially precision stampings)
J H Sessions & Son
River Haven
Bristol Spinnings
Gray Manufacturing Company The Hartford Spline Milling Machines
Townsend Mfg Co The H P Elmwood Sponge Rubber
B F Goodrich Sponge Products Division Shelton Spotwelders Inc (aluminum, steel, magnesium, Stratford Spray Painting Equipment and Supplies
Lea Manufacturing Co The Waterbu Waterbury Spring Colling Machines
Torrington Manufacturing Co The Torrington Spring Presses
Townsend Mfg Co The H P Elmwood Spring Units

oring Division American Chain

Bridgeport Owen Silent Spring Div & Cable Company Inc Spring Washers
Barnes Co The Wallace Div Associated Spring
Bristol Central Spring Co (Torsion and Double Torsion) Springs—Coil & Flat
Barnes Co The Wallace Div Associated Spring Barnes Co The Corp Corp Corp Corp Barrett Co William L Bristol Spring Manufacturing Co Humason Mfg Co The Newcomb Spring Corp The New England Spring Manufacturing Company Unionville Plainville Springs—Plat
Barnes Co The Wallate Div Associated Spring
Bristol Corp Bristol Spring Manufacturing Co Foursome Manufacturing Co Humason Mfg Co The Peck Spring Co Plainville Bristol Forestville Plainville (Advt)

Springs-Wire Barnes Co The Wallace Div Associated Spring	Surface Metal Raceway & Fittings Wiremold Company The Hartford	A W Haydon Co The Waterbury
Corp Bernston Co., J. W. Bristol Spring Manufacturing Co Bristol Spring Manufacturing Co	Surgical Dressings Acme Cotton Products Co Inc East Killingly	A W Haydon Co The H C Thompson Clock Co The Cramer Controls Corporation The Rhodes Inc M H Waterbury Bristol Centerbrook Hartford
Colonial Spring Corporation The Hartford Connecticut Spring Corporation The (compression, extension, torsion)	Seamless Rubber Company The New Haven Surgical Rubber Goods Seamless Rubber Company The New Haven	Timing Devices B & N Tool & Engineering Co (development and
Foursome Manufacturing Co Bristol Humason Mfg Co The Forestville D R Templeman Co (coil and torsion) Plainville	Swaging Machinery Fenn Mfg Co The Newington	model work) Cramer Controls Corporation The A W Haydon Co The Oakville Centerbrook Waterbury
Newcomb Spring Corp The Southington Plainville	Switchboards Distribution Assemblies Department, General	Lux Clock Manufacturing Company Rhodes Inc M H Seth Thomas Clocks Waterbury Hartford Thomaston
Peck Spring Co Plainville	Electric Co Plainville Switchboards Wire and Cables	United States Time Corporation The Waterbury
Scovill Manufacturing Company (GREEN Waterbury Stamped Metal Products	Rockbestos Products Corp (asbestos insulated) New Haven Switches—Electric General Electric Company Bridgeport	Timing Devices & Time Switches A W Haydon Co The Waterbury Lux Clock Manufacturing Company M H Rhodes Inc Hartford
American Brass Company The Waterbury Stampings	American Felt Co Glenville	Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury
Donahue Mfg Co Inc DooVal Tool & Mfg Inc The Fourson: Manufacturing Co Joma Tool Co Plume & Atwood Mfg Co The (small)	Tabulating Equipment—Manual Denominator Company Inc Woodbury Veeder-Root Incorporated Hartford	Wilcox-Crittenden Div North & Judd Mfg Co Middletown Tires Armstrong Rubber Company The
Saybrook Manufacturing Inc Old Saybrook Scovill Manufacturing Company aluminum,	Bigelow Company The (steel) New Haven Comeo Inc Div of Enthone Inc (steel, alloy	Tokens Scovill Manufacturing Company (bus, street
brass, bronze, copper, nickel silver, steel and other metals and alloys—automotive, electrical, radio, etc.—deep drawn, enameled)	and lined) Connecticut Welders Inc (steel, alloy & lined) Wallingford	car and subway fare) Waterbury Tool Bits
Stanley Pressed Metal New Britain	Norwalk Tank Co The South Norwalk Rolock Inc (Alloy) Fairfield Storts Welding Company (steel and alloy)	Thompson & Son Co The Henry G New Haven
Stampings—Small Acme Shear Co The Bridgeport Barnes Co The Wallace Div Associated Spring	Tanks—Stainless Steel Alsop Engineering Corporation Milldale	Vanderman Manufacturing Co The Willimantic
Corp Bristol Bristol Soring Manufacturing Co Bristol Plainville	Tap Extractors Walton Company The West Hartford	Commercial Metal Treating Co Bridgeport
Greist Manufacturing Co The Humason Mfg Co The Wire Form Inc Stamps	Russell Mfg Co The (woven cotton and glass insulating) Middletown	Tools B & N Tool & Engineering Co (dies, jigs, fixtures, sub-press and progressive) Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven
Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven Parker-Hartford Corporation (steel) Hartford	Tapes—Industrial Pressure Sensitive Seamless Rubber Company The New Haven Taps	Tools & Dies Metropolitan Tool & Die Moore Special Tool Co Hartford Bridgeport
Stationery Specialties American Brass Company The Steel—Alloy and Stainless Bars	Hanson-Whitney Company The Pratt & Whitney Co Inc West Hartford	Swan Tool & Machine Co The Hartford Tools, Dies & Fixtures
Northeastern Steel Corporation Bridgeport Steel Castings	Brownell & Co Inc Moodus	Greist Mfg Co The New Haven Tools, Dies, Jigs & Fixtures
Hartford Electric Steel Corp The (Carbon, low alloy and stainless steel and Ductile iron) Hartford	Bristol Co The Waterbury	Joma Tool Co Lyons Tool & Die (modelwork, jig boring) Meriden
Malleable Iron Fittings Co Branford Nutmeg Crucible Steel Co Branford Steel—Cold Finished Bars	Junior Screw Machine Products Inc West Haven	Otterbein Co J A Telke Tool & Die Mfg Co Middletown New Britain
Northeastern Steel Corporation Bridgeport Steel Cold Rolled Spring	McNeal J D Testers-Insulation New Haven	Tools, Fixtures, Gauges Fredericks Tool Co J F West Hartford
Barnes Co The Willace Div Associated Spring Corp Bristol Detroit Steel Corporation Hamden	Testers—Insulation Wire & Cable Davis Electric Company Wallingford	Toroidal Winding Machines Boesch Mfg Co Inc Danbury
Steel—Cold Rolled Stainless Ulbrich Stainless Steels Wallingford Wallingford Steel Company Wallingford	Testers—Nondestructive, Ultrasonic Sperry Products Inc Danbury	Reflectone Corporation The Stamford
Steel-Cold Rolled Strip Detroit Steel Corporation Hamden	Polymer Industries Inc Springdale	Geo S Scott Mfg Co The Wallingford
Stanley Works The New Britain Steel—Cold Rolled Strip and Sheets Detroit Steel Corporation Wallingford Steel Company Wallingford	American Dyeing Corporation (rayon, acetate, nylon, dacron, other synthetics) Rockville	Gilbert Co The A C Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc Waterbury N How Haven East Hampton Waterbury Waterbury
Steel Goods Merriam Mfg Co (sheets products to order) Steel-Ground Flat Stock	Bristol Co The (recording and automatic con- trol) Waterbury Manning Maxwell & Moore Inc Stratford	Trucks—Commercial Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies)
Thompson & Son Co The Henry G New Haven Steel-Hot Roll Bars	Thin Gauge Metals Plume & Atwood Mfg Co The Thinsheet Metals Co The (plain or tinned in	Bridgeport Trucks—Industial George P Clark Co Windsor Locks
Northeastern Steel Corporation Bridgeport Steel Rolling Rules	rolls) Waterbury Thread	Truck-Lift Excelsior Hardware Co The Stamford
Waterbury Lock & Specialty Co The Milford Steel Strapping Stanley Works The New Britain	Belding Heminway Corticelli Putnam Max Pollack & Co Inc Groton and Willimantic	George P Clark Co Windsor Locks Trucks—Skid Platforms
Stereotypes ADS Inc Div CSW Plastic Types Inc Hartford New Haven Electrotype Div Electrographic Corp	Geometric Tool Division, Greenfield Tap & Die Corp New Haven	Excelsior Hardware Co The (lift) Stamford Tube Bending
Stop Clocks, Electric H C Thompson Clock Co The Bristol	Thread Gages Hanson-Whitney Company The Hartford Pratt & Whitney Co Inc West Hartford	Donahue Mfg Co Inc Watertown
Storage Batteries R A E Storage Battery Mfg Co Glastonbury	Thread Milling Machines Hanson-Whitney Company The Hartford	H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia Weimann Bros Mfg Co The (for collapsible
Straps, Leather Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown Strip Steel	Pratt & Whitney Co Inc West Hartford Thread Rolling Bland Burner Co The Thread Products Div	tubes) Derby Tube Fittings Scovill Manufacturing Company (UNIFLARE flared tube and LOXIT compression tube)
Dolan Steel Company Inc Bridgeport Structural Mouldings	Thread Rolling Machinery Hartford Special Machinery Co The Hartford	Tubers Tubers
Leed Co The H A Hamden	Mettler Machine Tool, Inc. New Haven	Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic

Grant Mfg & Machine Co The (double end automatic)

Co (dies, jigs, fix-ressive) Oakville he (rubber workers) New Haven Hartford Bridgeport Hartford The New Haven & Fixtures
Wolcott Wolcott work, jig boring) Meriden Middletown New Britain Gauges West Hartford Machines Danbury Stamford Wallingford New Haven East Hampton East Hampton Waterbury nercial (International Har-"Metro" bodies) Bridgeport ustlal Windsor Locks Stamford Windsor Locks latforms (lift) Stamford lng Watertown os llapsible tubes) Ansonia
The (for collapsible
Derby ngs
npany (UNIFLARE
compression tube)
Waterbury Tubers
Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic Tubes—Collapsible Metal
Sheffield Tube Corp The New London (Advt.) Ame

Brid

G & Scov

Whe

Esbe

Gene

Ame

Brid

Bear

Mar

Scor

Ame A Leis

Cole

Pra

Bra

Cha Fen A Var

Star

62

Waterbury Mattress Co
Super Refractories
Mullite Refractories Company The

Waterbury

Shelton

IT'S	M	A	D	E
Tubi	ng			
American Brass Co The	(brass ar	d coppe	r) rbury	
Bridgeport Brass Company	ny (brass	and co	pper)	
G & O Manufacturing Co Scovill Manufacturing	(finned)	New 1	Haven	
(conner)		w aterni	irv 91	
Wallingford Steel Co Th	e (stainle	wallir	super gford	
American Brass Co Met	bie Meta al Hose	llic Wate	erbury	
Tubing—Heat American Brass Compan Scovill Manufacturing C	Exchang y The ompany		erbury	
Tumbling Barrels Wheeler Company The G		essories New	Haven	
Tumbling Equipm Eshec Barrel Finishing (Вугат	
Tumbling Esbec Barrel Finishing	Service		leriden	
Turnt	ables			
Macton Machinery Com display)	pany Inc	(indust	rial & amford	
Typew	riters	17.	artford	
Royal Typewriter Co Inc Underwood Corporation		H	artford	
Typewriter	-Portab	le		
Royal Typewriter Compa Underwood Corporation		H	artford artford	
Typewriter Ribbe Royal Typewriter Compa Underwood Corporation	any Inc	Supplies H	artford	
]	Hartford	and Brie	dgeport	
Ultrasonic Proce General Ultrasonics Co	ssing Equation	uipment H	artford	
Sonoco Products Co (C	rer Rolls limax-Lov	vell Div) Mystic	
Vacuum Bottles American Thermos Prod	and Con	tainers	Norwich	
Vacuum	Cleaners			
Electrolux Corporation Spencer Turbine Co Th	e	Old Gre	enwich artford	
Valves-Aut Bridgeport Brass Compa	omobile '	Fire Bri	dgeport	
Norwalk Valve Company	lves y (sensitiv	e check	valves)	
	-Aircraft	Douth 1		
Bridgeport Thermostat Controls Co	Div Robe	rtshaw-	-Fulton Milford	
Valves—R Bridgeport Brass Comp	any	Br	idgeport	
Valves—Rei Beaton & Caldwell Mf	lef & Con	itrol New	Britain	
Valves-Sai Manning Maxwell & M	ety & Re	elief S	tratford	
Bridgeport Metal Good Plume & Atwood Man	Boxes s Mfg Coufacturing	g Co Br	idgeport	
Scovill Manufacturing		Th	omaston	
	nishes		Just J	

Varnishes Staminite Corp The American Velvets
Co (owned and A Wimpfheimer & Bros Inc)
Leiss Velvet Mfg Co Inc The Stomington Williamntic Venetian Blinds
Findell Manufacturing Company
Jennings Company The S Barry New England Shade & Blind Co Inc New Haven Ventilating Systems Colonial Blower Company Plainville

Vertical Shapers
Pratt & Whitney Co Inc West Hartford

Vibrators—Pneumatic
Branford Co The (industrial) New Haven Vinyl Extrusion & Moulding Compounds Electronic Rubber Co Stamfo

Charles Parker Co The
Fenn Manufacturing Company The (Quick-Action Vises)
Vanderman Manufacturing Co The (Combination Bench Pipe)

Stamford Wall Paper Co Inc

Church Co The Stephen B Federal Textile Corporation

American Felt Co (felt)
Auburn Manufacturing Company
terials)
Clark Brothers Bolt Co
Humphrey Fabricating Corp
Plume & Atwood Mfg Co The (brass & copper)
Thomaston
Thomaston
Thomaston
Thomaston Washers J H Rosenbeck Inc Thomaston
Saling Manufacturing Company (made to order)
Unionville Tsingris Die Cutting Corp. (all materials)
Waterbury American Felt Co
Chas W House & Sons Inc (Mills & Cutting Unionville Washers-Felt Watches E Ingraham Co The United States Time Corporation The Waterbury Water Deionizers
Penfield Mfg Co Water Heaters Whitlock Manufacturing Co The (instantaneous & Storage) Water Heaters-Electric Bauer & Company Inc Water Heaters—Gas or Kerosene Holyoke Heater Corp of Conn Inc H Harrison Company The A S (and other protective coatings)

Waxes
The A S (and other protective coatings) Fuller Brush Co The Russell Mfg Co The (crash barrier for air-Middletown

Bristol

Meriden

Hartford

Hartford

Hartford

Hartford

New Haven

Wedges
Saling Manufacturing Company (hammer axe) axe)

Welding

Aircraft Welding & Mfg Co Inc (aluminum. stainless steel, magnesium)

Connecticut Welders Inc (fabrication & repairs)

Wallingford

Amennia Hartford Wallingford
Farrel-Birmingham Company Inc
G E Wheeler Company (Fabrication of Steel ♣
Non-Ferrous Metals)
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)

Wallingford
Wallingford
Fabricators
New Haven
Haven

Welding-Lead
Connecticut Welders Inc (tanks & coils)
Wallingford
Storts Welding Company (tanks and fabrication)
Werden Welding Rods
American Brass Company The
Bridgeport Brass Company
Bristol Brass Co The (brass & bronze) Bristol Wells

Seymour Wheels-Industrial George P Clark Co Windsor Locks Wicks American Felt Co Auburn Manufacturing Company The Glenville Holyoke Heater Corp of Conn Inc Hartford Wiffle Ball Wiffle Ball Inc The New Haven

Window & Door Guards
Hartford Wire Works Co The Hartford
Smith Co The John P New Haven New Haven

Window Shades
New England Shade & Blind Co Inc Durham Wiping Cloths

Mire
American Brass Company The
Atlantic Wire Co The (steel)
Bridgeport Brass Company (brass and silicon
bronze)
Bristol Brass Corp The (brass & bronze)
Bristol Bristol Brass Corp The (steel)
Bristol Bristol Bristol
Driscoll Wire Co The (steel)
Shelton
Hudson Wire Co Winsted Div (insulated & winsted
Platt Bros & Co The (zinc wire)
P O Box 1030
Plume & Atwood Mfg Co The (brass, bronze, nickel silver)
Scovill Manufacturing Company
and Nickel Silver)

Wire and Cable

Wire and Cable

and Nickel Silver,

Wire and Cable

Continental Wire Corp (for industrial and military applications)

General Electric Company (for residential, commercial and industrial applications)

Bridgeport

Bridgeport

Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) New Haven

Wire Arches & Trellises Hartford Wire Works Co The John P Smith Co The 423-33 Chapel St Hartford New Haven Wiretex Mfg Inc (Industrial, for acid, heat, treating and degreasing)

Bridgeport Wire Cloth
Hartford Wire Works Co The
C O Jeliff Mfg Co The (all metal, all l meshes) Southport Pequot Wire Cloth Co Inc Rolock Inc (Alloy) Smith Co The John P Norwalk New Haven Wire Dipping Baskets Hartford Wire Works Co The John P Smith Co The 423-33 Chapel St Hartford New Haven Wire Drawing Dies Waterbury Wire Die Co The Waterhury Wire Forming Machinery Torrington Manufacturing Company The Torrington Wire Formings
G E Prentice Mfg Co The
Master Engineering Company
North & Judd Manufacturing Co
Peck Spring Co
Turner & Seymour Manufacturing Co The
Torrington
Essex Wire Forms

Barnes Co The Wallace Div Associated Spring
Bristol Corp Bristol Spring Manufacturing Co Central Spring Co (short run orders) Plainville

Terryville Hartford Hartford Colonial Spring Corporation The Connecticut Spring Corporation The Foursome Manufacturing Co Gemeo Manufacturing Co Inc Humason Mfg Co The New England Spring Mfg Co Peck Spring Co Templeman Co D R Terryville Manufacturing Co Wire Form Inc Bristol Bristol Southington Forestville Unionville Plainville Wire Goods
American Buckle Co The (overall trimmings)

American Buckle Co The West Haven
Patent Button Co The Waterbury
Scovill Manufacturing Company (To Order)
Waterbury 91 Wire Partitions

Hartford Wire Works Co The John P Smith Co The 423-33 Chapel St Hartford New Haven Wire Products

Humason Mfg Co The Forestville Peck Spring Co Plume & Atwood Mfg Co The (to order)

Thomaston Wire Reels Mettler Machine Tool, Inc. A H Nilson Mach Co The Bridgeport

Wire Rings
American Buckle Co The tinners' trimmings)
Humason Mfg Co The
Peck Spring Co
Templeman Co D R handles and West Haven (pan Forestville Plainville Plainville

Wire—Specialties
Andrew B Hendryx Co The New Haven Wire Straightening and Cutting Machinery Mettler Machine Tool, Inc. New Have New Haven

Wiring Devices Harvey Hubbell Inc Bridgeport Wood Scrapers Fletcher-Terry Co The

Forestville C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford Builders Finish Co Hartford Hartford

Woven Felts-Wool
Chas W House & Sons Inc (Mills & Cutting
Unionville

Aldon Spinning Mills Corporation The (fine-woolen and specialty) Talcottville Ensign-Bickford Co The (jute-carpet) Simsbury Hartford Spinning Incorporated (Wollen, knitting and weaving yarns) Unionville

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Open House on Film

(Continued from page 8)

were taken out to be subjected to rigorous tests. At the end of the line, finished projectors which had come through this exacting process were again being tested to insure flawless performance.

Having viewed the film, the distributors were more fully able to evaluate reports on latest production and design features as revealed by Kalart and Victor officials. Victor's newly elected president, Hy Schwartz, and Ted Gromack, production engineer, stressed important selling features incorporated since the move to Plainville.

These include: new motor and lamp switches, new metal switch tabs, and the use of clear plastic for filling tube and oil reservoir covers to show when oil is needed and the simplified redwhite-and-blue threading of the pro-

Victor distributors' reaction to the film confirmed the assurances of Sam Rose, Victor's former president and now chairman of the board, that the quality of Victor projectors was being given priority consideration at Plainville. And when Kalart President, Morris Schwartz, spoke of the expanding market now available to Victorthe schools, industries and communities which were beginning to appreciate the expanding scope of audiovisual aids—the distributors could appreciate his confidence, for they had just seen the plant and the people from which it all stems.

Spotlight on the Future

(Continued from page 49)

their picture as worse. Christmas parttime help required by retailers appears to be the significant factor that prevented an even gloomier report.

Buying Policy

There seems to be a little more caution on the part of buyers this month than last. Forward buying of production items, MRO supplies, and capital equipment are all reported on a shorter-term basis. The few who are willing to extend do so mainly because it is the required lead time on certain items they buy.

Specific Commodity Changes

Although relatively few items are reported down in *list price*, careful buying can produce price advantages.

On the up side are: Corrugated paper, cotton, some electrical equipment and borax.

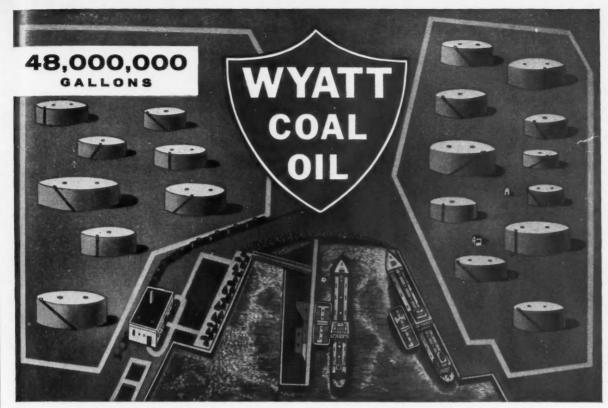
On the down side are: Copper, lead, steel scrap, tin, crude rubber and gasoline.

In short supply: Nothing.

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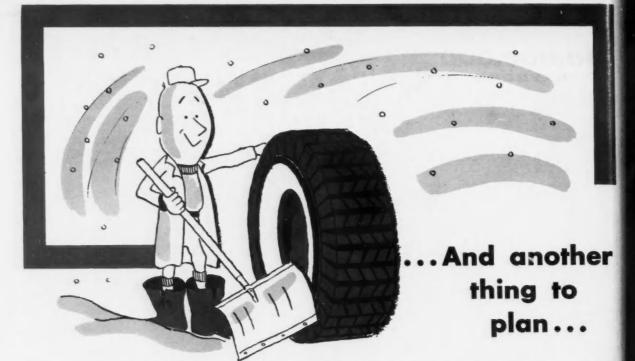


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